



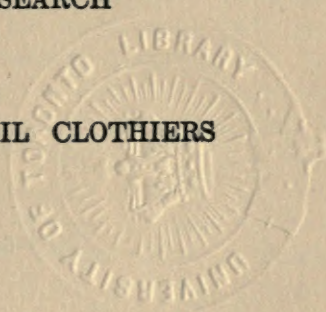
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Costs, Merchandising Practices, Advertising and Sales in the Retail Distribution of Clothing

BY

NORTHWESTERN UNIVERSITY SCHOOL OF COMMERCE
BUREAU OF BUSINESS RESEARCH
HORACE SECRIST, DIRECTOR

IN CO-OPERATION WITH THE
NATIONAL ASSOCIATION OF RETAIL CLOTHIERS



VOLUME VI

BUILDINGS AND STORE EQUIPMENT, MERCHANDISE SOLD,
STORE METHODS AND ACCOUNTING PRACTICES, 1919

SUMMARY OF EXPENSE- AND TRADE-TENDENCIES,
QUESTIONNAIRE, AND INDEX

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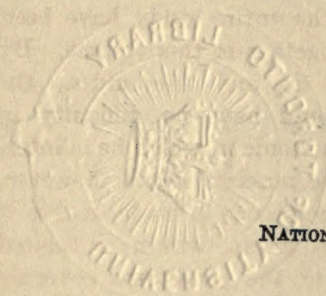
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NATIONAL ASSOCIATION OF RETAIL CLOTHIERS



PREFACE

This volume concludes the Bureau's analysis of "Costs, Merchandising Practices, Advertising and Sales in the Retail Distribution of Clothing." The contents are divided into two major parts. The first includes the subject matter peculiar to this volume, and the second, a copy of the questionnaire used in securing the information, a summary of expense- and trade-tendencies, and an index.

Not all of the different phases of the problem of retail distribution of clothing have been considered in the various volumes of the Survey. It has been necessary to select only those upon which data were sufficient for study and to choose those in which merchants would be most interested. Accordingly, many topics have been omitted altogether and the discussion of those included determined by the needs of those to whom the volumes are primarily addressed. It is hoped that certain phases of the problem, chiefly of scientific interest, will be studied later and that at least some of the topics treated in these volumes will be further analyzed. The possibilities of the data are not exhausted in the treatment to which they have been subjected. Time, money, and the needs of those for whom the study was undertaken have limited the study in certain particulars. This fact, however, does not, it is felt, seriously detract from its value for the purposes for which it was designed.

Each of the volumes of the Survey

is a unit, the method of treatment being governed by the purpose of making the conclusions to which the study has led available to those who are in a position to apply the principles stated and to govern their business operations in keeping with them.

While each of the volumes contains a summary, for the reader's convenience the more important conclusions respecting expense- and trade-ratios in the entire study have been grouped together in this volume. By consulting it and the index, the reader should have no difficulty in locating the topic in which he is interested. The mass of detail, however, to which reference is made, makes it difficult to group within a limited space all of the conditions covering a given topic. To have omitted the detail would have detracted from the value of the material and made it necessary for merchants and others to compare their own experience with that for widely different stores treated as a total. By breaking up the data into small units, this to a large degree has been obviated. For purposes of operating control and for statistical planning, detailed facts are far more valuable than general totals, and in some instances, than general rules.

The hope has been expressed throughout the various volumes that those for whom the study was undertaken would use the results in controlling their business operations. Its justification is to be found mainly, if

not solely, in the use to which the data are put. If by chance or by design the facts and principles here so clearly developed are ignored, then it is difficult to find a justification for the expenditure that has been made. If the attitude of the executive toward his business questions is characterized by the word "Why?"—and if he attempts to answer them by scrutinizing his practices in the light of the facts herein developed, then, whatever the costs may have been, they will have been justified in the results which follow.

While the value of the services of the entire staff of the Bureau is cheerfully acknowledged, special mention

should be made of the work of the Misses Blanche Altman, Evelyn Meyer, Myrtle Meyer, Elizabeth Sheldon, Mildred Skinner, and of the Secretary to the Director, Irmgard J. Grabbe.

This study has been made possible through the generosity of an anonymous donor. While, unfortunately, it is not possible to divulge the source of the financial assistance, this opportunity is taken to express to the donor the deep appreciation of the University and of the National Association of Retail Clothiers for the very real evidence of a generous interest in furthering the application of scientific methods to business problems.

Northwestern University School of Commerce,
Bureau of Business Research,
HORACE SECRIST, *Director*.

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I. INTRODUCTION

WITH this volume of the Survey of "Costs, Merchandising Practices, Advertising and Sales in the Retail Distribution of Clothing" the task of analyzing the material furnished by the member stores of the National Association of Retail Clothiers is concluded. This volume not only completes the discussion, but, by means of a summary of expense- and trade-tendencies, a reprint of the questionnaire and the incorporation of an index co-ordinate the entire study.

The sections peculiar to this volume relate to store and building equipment, general and specified lines of merchandise sold, and store methods and accounting practices. Certain conclusions respecting them are contained in the Summary.

Two types of conclusions have resulted from this study: First, the actual and relative amounts of sales, expenses, purchases, inventories, discounts, rates of turnover, etc.; and second, the expense- and trade-tendencies to which the ratios point for stores of different size, position, and geographical location, and operating at different times. These tendencies are summarized in broad outline, because they cannot be located readily either by consulting the individual volumes or by using the index for the series. They should be considered, however, only as general statements of tendencies respecting which there

may be many exceptions. There is always an element of error involved in generalizing even on the basis of the most satisfactory data—when for any reason data are inadequate, the consequences are doubly serious. Appreciating this fact, generalization has been indulged in only when the data seemed conclusively to point to the existence of a principle and even, under these circumstances, only when the limiting conditions and the exceptions were brought to the reader's attention.

It has not seemed wise to abstract from the various volumes the more general ratios and to reprint them here in summary. They are all averages. They are significant only in terms of the number of instances upon which they are based and to the extent to which they accurately characterize the detail which they summarize. It is far better for the reader to consult the individual tables to which access is readily gained through the use of the index than to depend upon summaries which, with the limited space available, could be printed in this volume.

The index on pages 601 to 622 is designed to facilitate the use of the information contained in the various tables. It is thoroughly cross referenced, all the significant topics which have been treated in the Survey being separately mentioned or referred to by

a closely analogous term. The references are first, to the volume in which the table is found, second, to the table number, and third, to the page.

As a final word, it may be worth while to restate the conditions which prompted this study of "Costs, Merchandising Practices, Advertising and Sales in the Retail Distribution of Clothing." In undertaking this study it was felt that business and industry need facts; that business will not run *on*, but *down* on the momentum of customary action and that more analysis of business problems and equal sharing in the results are required if rule-of-thumb methods are to be displaced. It was begun in the belief that there are underlying prin-

ciples in business which can be determined, measured, and used as guides to action, and that this fact modern business must come to realize if planning and foresight are really to characterize it.

The Bureau undertook this particular study with the conviction that there were such principles, and that by a comprehensive, painstaking, and dispassionate study of the trade, they could be discovered. Having surveyed the entire field of the retail distribution of clothing, this conviction has been more than justified. Whether the retail clothing business will profit by this study depends upon the willingness of merchants and others to act in the light of it.

II. SUMMARY

IT is unnecessary to summarize fully the contents of this volume.

For the most part it is easy to determine, by consulting each of the topics, the conclusions to which the discussion has led. Certain general conclusions, however, under each of the headings treated, may be briefly stated.

1.—STORE UNITS — BUILDINGS AND EQUIPMENT.

While the stores, the records of which are here summarized, were on the whole small and located in small cities, most of them had "high" or "good" credit ratings in 1919. The average amount of sales in 1919 for the 415 stores, for which sales data are available, was \$111,108.

A.—Age of Business and Business Unit Stability.

The most common length of time which stores have been owned or partly owned by the present proprietors is between 10 and 18 years, although 26 per cent. of the stores have been operating under this condition for more than 18 years. Generally speaking, the larger the store, the longer the period which the store has been owned or partly owned by the present proprietor. Eighty-eight per cent. of the proprietors of the stores have been in business in the same city the same length of time which they have

owned or partly owned their present business. In other words, nine out of every ten proprietors began business, in the cities in which they are now located, as owners or part owners of their present stores.

B.—Store Buildings—Physical Characteristics.

By comparing the annual sales with the square feet of floor space occupied, it is found that as the amounts of floor space increase, sales also increase, although, for a given amount of sales, there is a wide variation in the amount of floor space occupied. For stores with annual sales under \$40,000, 92.8 per cent. had floor space of less than 4,000 square feet; for those with sales of \$40,000 to \$80,000, the corresponding percentage was 78.2, while for those with sales of \$80,000 to \$180,000, it was 43.0, and for those with sales of \$180,000 and over, 12.3.

When stores are classified by the style and dimensions of their windows, the following conclusions may be drawn:

- (1). Vestibule windows without islands are most common for stores of all ages.
- (2). Straight front windows occupy second position in popularity in buildings that are 10 years of age and over.
- (3). In new buildings, straight

front windows are less commonly found than windows of other types.

- (4). The depths of arcade windows with islands range from less than 4 feet to 10 feet and over, the most common depths being from 4 to 6 feet, and 10 feet and over.
- (5). The most common depth of vestibule windows without islands is 5 to 6 feet, although approximately as many stores reported depths of 4 to 5 feet, and 6 to 7 feet.
- (6). The most common depth of straight front windows is 5 to 6 feet, while within the limits of 4 to 7 feet, 76.8 per cent. of the entire number of windows are included.
- (7). The amounts of total linear feet of display window space for all stores range from less than 10 feet to more than 100 feet, the average for the 300 stores occupying first floors being 37.2 linear feet. The larger the store in floor space occupied, the larger is the average amount of display window space, the average amounts ranging from 29.0 to 81.3 feet for stores with floor space of less than 2,000 feet and 8,000 and over, respectively.
- (8). When stores are classified by the amounts of their annual sales, the average amounts of

window display space increase as stores increase in size. The stores which have the largest actual amount of display space, however, have the smallest amount per \$100 of total net sales.

- (9). For a group of 131 stores having annual sales in 1919 between \$40,000 and \$80,000, it was found, with minor exceptions, that the amounts of sales per store and per full-time sales-person increase as the amounts of display window space increase. The sales per store are 48 per cent. higher and the sales per full-time sales-person, 73.9 per cent. higher for stores having the maximum than for those having the minimum amount of display window space.

C.—Store Fixtures—Amounts, Types, and Rates of Depreciation.

From the discussion of store fixtures—amounts, types, and rates of depreciation—it may be concluded as follows:

- (1). For a group of identical stores the amounts invested in fixtures per store increased between 1914 and 1918, and between 1918 and 1919, while the average amounts invested in fixtures per \$100 of total net sales decreased between 1914 and 1918, and 1918 and 1919.

- (2). The average amounts invested in fixtures per \$100 of average stock, both for a varying and for an identical number of stores, decreased between 1914 and 1918, and between 1914 and 1919, but increased between 1918 and 1919.
- (3). When stores are classified by size, the average amounts invested in fixtures per \$100 of average stock were lower in 1918 than in either 1914 or 1919 for every group of stores except for those with sales between \$40,000 and \$80,000. The larger the store, the larger the amount invested in fixtures per \$100 of average stock.
- (4). The average amounts invested in fixtures per \$100 of total net sales are lower, while the average amounts per \$100 of rent and per 100 square feet of floor space are higher for corner stores than for those with inside location.
- (5). The average amounts invested in fixtures per \$100 of total net sales and per 100 square feet of floor space are lower for stores located in small than for those located in large cities, while the average amounts per \$100 of rent are essentially constant.
- (6). Rates of depreciation on fixtures, with minor exceptions, increase as stores increase in size.
- (7). The longer the stores have been owned or partly owned by their present proprietors, the larger is the proportion which uses clothing cabinets, hat cabinets, and furnishing goods units.
- (8). The larger the store, the more commonly clothing cabinets, hat cabinets, and furnishing goods units are used, although the use of furnishing goods units is only approximately one-half as common as the use of the other types of fixtures.
- (9). The larger the city, the more commonly clothing cabinets, hat cabinets, and furnishing goods units are used by clothiers, although the occasion for use is probably not so much the size of the city as it is the size of the store.

2.—GENERAL AND SPECIFIED LINES OF GOODS SOLD IN CLOTHING STORES.

From an analysis of the reports of stores respecting general and specified lines of merchandise sold it may be concluded as follows:

A.—General Lines of Merchandise Sold.

On the basis of the experience available for study as to the association of general lines of merchandise it may be concluded as follows:

- (1). If stores handle men's furnishings, they also handle men's hats.

- (2). If they sell boys' clothing, they also sell boys' furnishings, and boys' hats and caps.
- (3). If any lines additional to men's and young men's clothing, furnishings, and hats and caps are handled, the common practice for stores is to include in their merchandise boys' and children's clothing and furnishings, work clothing, and luggage.
- (4). It is more common for clothing stores to sell boys' shoes than women's shoes.
- (5). All stores handling boys' shoes also sell men's shoes.
- (6). While 85 per cent. of all the stores sell work clothing, 95 per cent. of those with sales under \$40,000 and located in cities with population under 20,000 sell such merchandise.
- (7). Generally speaking, while the differences between the types of merchandise carried by the different stores are small, the small stores in the small towns which sell men's and young men's clothing more commonly sell men's and young men's shoes and boys' and children's shoes than do all the stores.

B.—Special Lines of Merchandise Sold.

The questionnaire called for information respecting the sales of palm beach clothing and similar lines, the

sales of women's wear and of men's work clothing. Tables 43 to 46 relate to the sales of palm beach clothing. From a consideration of them, it may be concluded as follows:

- (1). When stores are classified by size, the proportions which sell palm beach and similar lines increase as the stores increase in size. This is conspicuously the case for the stores located in cities with population of 40,000 and over, although it also holds for stores located in small cities. The most common proportions which sales of palm beach and similar lines represent of total sales are from 2 to 10 per cent., approximately 50 per cent. of the stores reporting such proportions. When stores are classified by size and by the size of the city in which they are located, the proportions of stores having 10 per cent. and over of their sales represented by sales of palm beach and similar lines increase as the stores increase in size, while the proportions selling from 2 to 10 per cent. remain constant, and the proportions selling under 2 per cent. decrease as the stores increase in size.
- (2). Approximately 90 per cent. of the stores in the South and 71.4 per cent. of the stores in

the West reported that they sold palm beach clothing and similar lines.

- (3). Generally speaking, the larger the city, the smaller the percentage of stores which sell women's goods. The proportions range from 28.7 for stores located in cities with population under 10,000, to 21.3 for those located in cities with population of 120,000 and over.
- (4). Outside of the "other lines"—shoes, millinery, furs, dresses, waists, handkerchiefs, etc.—the most common type of women's wear handled is hosiery. Of the 150 stores reporting sales of women's wear, 60.7 per cent. reported sales of this type of merchandise. The data on sales of women's apparel, however, are sketchy and generally unsatisfactory.
- (5). The most common types of men's work clothing handled are overalls, unionalls, denims, and cotton shirts. Generally speaking, the larger the cities in which the stores are located, the smaller are the percentages of stores which handle the different lines of men's work clothing.

3.—STORE METHODS AND ACCOUNTING PRACTICES.

The questionnaire specifically provided for answers to questions concerning store methods and accounting practices. Section V of this volume is devoted to a discussion of these topics. From the tables and text, the main conclusions to which an analysis of the data has led may be summarized as follows:

- (1). Perpetual inventories are kept more commonly by large than by small stores.
- (2). The larger the store, the larger the proportion keeping stock records.
- (3). Records are kept by sizes more commonly than by prices.
- (4). The use of sales books increases as stores increase in size.
- (5). The use of cash registers decreases as stores increase in size.
- (6). Most small stores make a profit and loss statement annually only.
- (7). The larger the store, the higher the proportion of stores making profit and loss statements monthly.
- (8). The larger the store, the larger the proportion of stores having audits made by outside accountants.

III. STORE UNITS—BUILDINGS AND EQUIPMENT

AS an introductory paragraph to the discussion in this volume, it may be necessary to call the reader's attention again to the fact that approximately 76 per cent. of the stores which reported are located in cities with population of less than 40,000; 14 per cent. are located in cities with population of 40,000 to 120,000; and 10 per cent. are located in cities with population of 120,000 and over. Moreover, the largest single group of stores had sales in 1919 between \$40,000 and \$60,000, although 1.9 per cent. had sales of \$500,000 and over. Stores are classified by sales in a number of places throughout the volumes, and the reader may determine for each topic discussed the size of the stores included in the analysis.

One other matter ought to be mentioned. Most of the stores for which credit ratings are available are listed as "high" or "good." Of those for which a rating of pecuniary strength could be secured, 167 or approximately 50 per cent. had a strength of \$10,000 to \$35,000, while 76 or 22 per cent. had a strength in excess of \$50,000.

It is impossible to determine from data available how nearly the stores are typical of retail clothing stores in general in the United States, although the conclusion has been reached that the selection is typical of the member stores of the National Association of Retail Clothiers. This introductory

note is intended to call the reader's attention to the types of stores which are studied. This much seems necessary in view of the subsequent discussion.

1.—AGE OF BUSINESS AND BUSINESS UNIT STABILITY.

Table 1 shows for 497 stores, classified by size, the period in years during which stores have been owned or partly owned by the present proprietors. While the most common length of time which stores have been operating under present conditions of ownership is between 10 and 18 years, 133 or 26.7 per cent. of them have been operating 18 to 34 years, and 55 or 11.1 per cent. have been operating 34 years and over. Stated in another way, 31.4 per cent. have been operating under their present owners for less than 10 years and 68.6 per cent. 10 years and over.

The period in business as owned or partly owned by the present proprietor is also shown for the stores classified according to the amounts of their sales in 1919. The most characteristic business age of the stores with annual sales under \$40,000 is 6 to 18 years, 22.6 per cent. of the number with sales of this amount having been in business 6 to 10 years and the same percentage having been in business 10 to 18 years. It is interesting to note that of the stores with annual sales of less than \$40,000, 3.6 per cent. have been in business

under the present proprietors for 34 years and over.

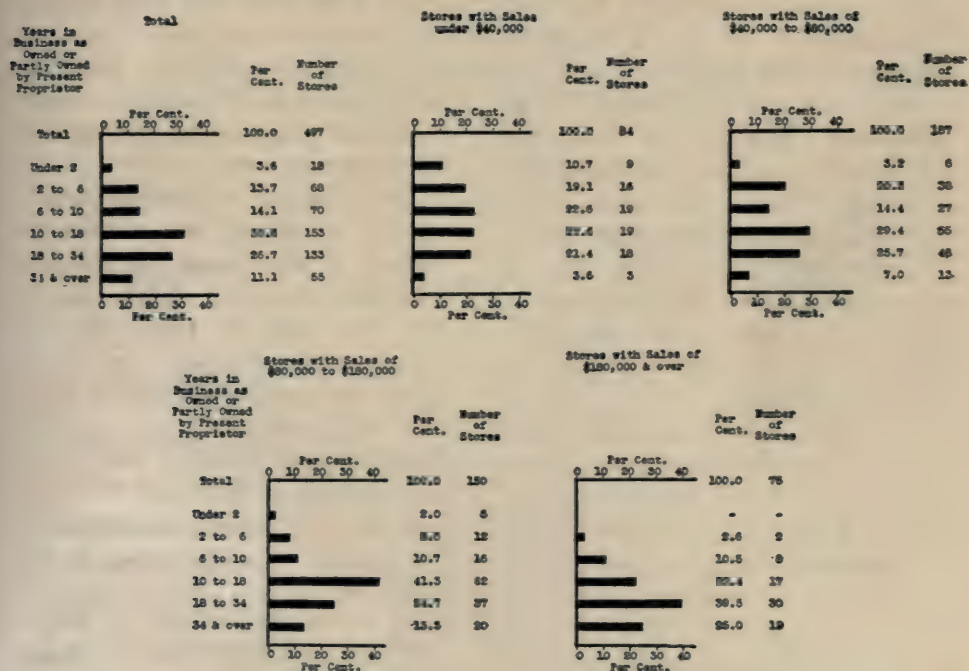
The most common period in business for the stores having annual sales of \$40,000 to \$80,000 is 10 to 18 years; 25.7 per cent. of the stores, however, with sales of this amount, have been in business 18 to 34 years. By comparing the stores with sales of \$40,000 to \$80,000 with those having sales of less than \$40,000, it is seen that the amount of sales varies directly with the age of the business. Such a condition, however, is more strikingly shown in the part of Table 1 having to do with stores with sales of \$80,000

to \$180,000, and \$180,000 and over. It is unnecessary to point out the differences in particular. They are graphically illustrated by the lengths of the bars opposite each of the year-groups.

From the above discussion it must not be inferred that these data accurately reflect the age of the business. Merchants were asked to report the number of years during which they had owned or partly owned their stores, and it is from the answers to this question that Table 1 has been constructed. The distribution of the years, it is believed, will in a general

TABLE 1

NUMBER AND PER CENT. OF STORES CLASSIFIED BY SIZE AND PERIOD IN BUSINESS AS OWNED OR PARTLY OWNED BY PRESENT PROPRIETORS, 1919



way reveal the average age of the business. This is certainly true for the stores in the higher year-groups.

In Table 2 the years during which the stores have been operated by the present owners or part owners are contrasted with the years in which the present proprietor has been in business in the same city. Of the stores which have been owned or partly owned by the present proprietors less than 2 years, 92.9 per cent. have been in business the same length of time in the same city. Similarly, 87.7 per cent. of the stores which have been owned or partly owned by their present proprietors from 2 to 6 years have been in business in the same city for the same length of time.

This table is indicative of two things: First, the stores which constitute the largest single group have been in business under their present owners between 10 and 18 years, although almost as many have been in business 18 to 34 years. In other words, it is the well-established stable business concerns which reported their facts to the Bureau. Second, of the 557 stores which have been in business a classified number of years as owned or partly owned by the present proprietors, 491 stores or 88.2 per cent. have been in business in the same city for a corresponding period. The table indicates, for clothing stores, business unit stability and comparatively little migration from place to place.

TABLE 2

NUMBER AND PER CENT. OF STORES CLASSIFIED BY YEARS UNDER PRESENT OWNERS, WITH CORRESPONDING PERIODS IN BUSINESS IN SAME CITY, 1919

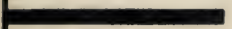
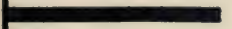
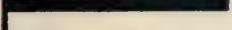
Years in Business as Owned or Partly Owned by Present Proprietor	Number Reporting Period in Business	Proprietors Reporting Corresponding Period in Business in Same City							
		Number	Per Cent.						
			Actual	Graphic					
				0	20	40	60	80	100
Total	557	491	88.2						
Under 2	28	26	92.9						
2 to 6	73	64	87.7						
6 to 10	75	67	89.3						
10 to 18	172	148	86.0						
18 to 34	152	139	91.4						
34 & over	57	47	82.5						

TABLE 3

NUMBER AND PER CENT. OF STORES CLASSIFIED BY SIZE AND AMOUNT OF FLOOR SPACE, 1919

Classified Total Net Sales (in 000's)	Floor Space (sq. ft.) (in 000's)	Stores Reporting on Floor Space													
		Number	Per Cent.												
			Actual	Graphic											
				0	10	20	30	40	50	60	70	80	90	100	
Under \$40	Total	84	100.0												
	Under 4	78	92.8												
	4 to 6	4	4.8												
	6 to 8	1	1.2												
	8 to 10	1	1.2												
	10 to 12	-	-												
	12 & over	-	-												
\$40 to \$80	Total	188	100.0												
	Under 4	147	78.2												
	4 to 6	25	13.3												
	6 to 8	5	2.7												
	8 to 10	4	2.1												
	10 to 12	1	0.5												
	12 & over	6	3.2												
\$80 to \$180	Total	149	100.0												
	Under 4	64	43.0												
	4 to 6	40	26.8												
	6 to 8	23	15.4												
	8 to 10	12	8.1												
	10 to 12	4	2.7												
	12 & over	6	4.0												
\$180 & over	Total	73	100.0												
	Under 4	9	12.3												
	4 to 6	9	12.3												
	6 to 8	7	9.6												
	8 to 10	10	13.7												
	10 to 12	10	13.7												
	12 & over	28	38.4												

2.—STORE BUILDINGS—PHYSICAL CHARACTERISTICS.

From the questionnaire it is possible to discover with some degree of detail the types of buildings used by clothing stores. Of the 569 stores from which reports were received, 456 were brick, 19 were stone, 19 were frame, 9 were cement, and 61 were combination. Five did not report on this fact. One hundred thirty-two of the buildings were reported as being fire-proof; 402 were reported as not being fire-proof. No report was received concerning 35. While the largest single group of buildings were between 25 and 40 years of age, 77 were less than 10, and 113 were 10 to 25 years old. Eighty-seven were reported as being 40 years of age and over. More significant types of detail concerning the buildings are supplied in the following discussion relating to floor space, windows, and entrances.*

A.—Floor Space Occupied.

In Table 3 the total amount of floor space occupied is shown for stores of different size for the purpose of comparing the amount of sales and the floor space used. Of the stores with annual sales under \$40,000, 92.8 per cent. reported the use of less than 4,000 square feet of floor space. Of those with sales of \$40,000 to \$80,000,

78.2 per cent. used a similar amount of floor space. The corresponding percentages for stores with sales of \$80,000 to \$180,000, and \$180,000 and over, are 43.0 and 12.3, respectively. That is, as sales increase, the amounts of floor space used also increase, the range in the percentages of stores with floor space of less than 4,000 square feet being from 92.8 for stores with sales under \$40,000 to 12.3 for stores with sales of \$180,000 and over. It is of interest, moreover, to compare the number of stores of different size reporting other amounts of floor space. This the reader may do for himself by comparing the graphic parts of Table 3. The stores with sales of \$80,000 to \$180,000, and \$180,000 and over, are of particular interest in this respect.

B.—Windows — Styles and Dimensions.

In Table 4 stores are classified by the style of windows which they reported, and opposite each style the age of the building is set out by classified years. Seventy-five of the 479 stores reported the use of arcade windows with islands; 265 reported vestibules without islands; and 139 reported the presence of straight front windows. Of the 72 stores in buildings less than 10 years of age, 18.1 per cent. have arcade windows; 69.4 per cent., vestibules; and 12.5 per cent., straight fronts. From this table it is seen: First, vestibule windows without islands are most

* In Volume I in the discussion of sales and in Volume II in the discussion of rent, the amounts of floor space occupied by stores of different size were set out in detail.

common in buildings of all ages. Second, straight front windows occupy second position in popularity in buildings 10 years of age and over. Third, in the newer buildings, straight front windows are less commonly found than either of the other types.

In Table 5 windows of different

types are classified according to their depths in feet. The depths of arcade windows with islands range from less than 4 feet to 10 feet and over, with noticeable concentrations at 4 to 6 feet and at 10 feet and over. In presenting these facts, no distinction is made between buildings of different

TABLE 4
 NUMBER AND PER CENT. OF STORES HAVING WINDOWS OF SPECIFIED STYLE, CLASSIFIED BY AGE OF BUILDING, 1919

Style of Window	Age of Building (in years)	Stores Reporting Age of Building							
		Number	Per Cent.						
			Actual	Graphic					
				0	10	20	30	40	50
Total	Total	475	100.0						
	Under 10	72	15.1						
	10 to 25	104	21.7						
	25 to 40	220	45.9						
	40 & over	83	17.3						
Arcade with Island	Total	75	100.0						
	Under 10	13	17.3						
	10 to 25	18	24.0						
	25 to 40	34	45.3						
	40 & over	10	13.4						
Vestibule without Island	Total	265	100.0						
	Under 10	50	18.9						
	10 to 25	51	19.2						
	25 to 40	119	44.9						
	40 & over	45	17.0						
Straight Front	Total	139	100.0						
	Under 10	9	6.5						
	10 to 25	35	25.2						
	25 to 40	67	48.2						
	40 & over	28	20.1						

TABLE 5

NUMBER AND PER CENT. OF STORES HAVING WINDOWS OF SPECIFIED STYLE, CLASSIFIED
BY DEPTH OF WINDOW, 1919

Style of Window	Depth of Window (in feet)	Stores Reporting Depth of Window							
		Number	Per Cent.						
			Actual	Graphic					
				0	10	20	30	40	50
Arcade with Island	Total	72	100.0						
	Under 4	3	4.2						
	4 to 5	12	16.7						
	5 to 6	15	20.8						
	6 to 7	6	8.3						
	7 to 8	5	6.9						
	8 to 9	4	5.6						
	9 to 10	6	8.3						
	10 & over	21	29.2						
Vestibule without Island	Total	272	100.0						
	Under 4	11	4.0						
	4 to 5	44	16.2						
	5 to 6	62	22.8						
	6 to 7	52	19.1						
	7 to 8	25	9.2						
	8 to 9	25	9.2						
	9 to 10	13	4.8						
	10 & over	40	14.7						
Straight Front	Total	134	100.0						
	Under 4	10	7.5						
	4 to 5	22	16.4						
	5 to 6	52	38.8						
	6 to 7	29	21.6						
	7 to 8	12	9.0						
	8 to 9	5	3.7						
	9 to 10	3	2.2						
	10 & over	1	0.8						

size, age, or construction. This may in part account for the wide variation. It is also possible that there was some confusion in the minds of merchants as to the identity of arcade windows as contrasted with other types. This also may help to explain the wide variation in depths.

The most common depth of vestibule windows without islands is 5 to 6 feet—22.8 per cent. of the stores reporting their windows as being of this dimension. Approximately as many stores reported depths of 4 to 5 feet and 6 to 7 feet—the percentages of

the total being 16.2 and 19.1, respectively—although the depths of 58.1 per cent. of all the windows of this style fall within the limits of 4 to 6 feet, inclusive.

The most characteristic depth of the straight front windows reported by the 134 stores is 5 to 6 feet. Of the total number of stores reporting this type of window, 52 or 38.8 per cent. have windows of this dimension. Within the limits of 4 to 7 feet, 76.8 per cent. of the entire number of windows of this type are included.

Table 6 shows for 492 stores the

TABLE 6

NUMBER AND PER CENT. OF STORES HAVING SPECIFIED NUMBERS OF LINEAR FEET OF DISPLAY WINDOW SPACE, 1919

Total Linear Feet of Window Display Space	Stores Having Specified Number of Linear Feet of Window Display Space					
	Number	Per Cent.				
		Actual	Graphic			
			0	10	20	30
Total	492	100.0				
Under 10	7	1.4				
10 to 15	38	7.7				
15 to 20	56	11.4				
20 to 30	116	23.6				
30 to 40	95	19.3				
40 to 50	44	8.9				
50 to 60	31	6.3				
60 to 80	45	9.2				
80 to 100	12	2.4				
100 & over	48	9.8				

classified amounts of total linear feet of display window space. The amounts range from less than 10 feet to 100 feet and over. The most common amount is between 20 and 30 feet, 116 or 23.6 per cent. of the 492 stores having display space of this amount. The next common amount of linear feet of display window space is between 30 and 40 feet, 95 or 19.3 per cent. of the stores having this amount. The nature of the distribution of the stores by different amounts is given in Table 6.

Table 6 shows that the total linear feet of display window space for 492 stores ranges from less than 10 feet to more than 100 feet. It would have been of interest to have studied the dimensions of the windows in relation to the plan of the floor space with which they are associated. The results of such a study, however, would probably have been inconclusive, be-

cause of the number of separate factors which determine them. An alternative to such a study, however, is contained in Table 7. This table shows for 300 stores, occupying first floors only, the classified amounts of floor space and the corresponding average linear feet of display window space used, as well as the number of such stores having windows of classified size. The average amount of display window space for the 300 stores is 37.2 linear feet. Seventy of the stores have display window space between 10 and 20 feet; 79, between 20 and 30 feet; and 58, between 30 and 40 feet. As the amounts of floor space increase, the amounts of display window space also increase. The relationship between the two in individual stores may be widely different from the average, however, because floor space is computed in two, and window space in but one dimension.

TABLE 7

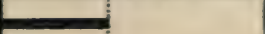
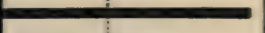
AVERAGE AMOUNT OF DISPLAY WINDOW SPACE PER STORE AND NUMBER OF STORES HAVING SPECIFIED AMOUNTS OF DISPLAY SPACE, FOR STORES OCCUPYING FIRST FLOOR ONLY, CLASSIFIED BY AMOUNT OF FLOOR SPACE, 1919

Amount of Floor Space (sq. ft.) (in 000's)	Stores Reporting Linear Feet of Window Display Space													
	Average per Store					Number Having Classified Amounts								
	Actual	Graphic					Total	Under 10 feet	10 to 20 feet	20 to 30 feet	30 to 40 feet	40 to 60 feet	60 to 80 feet	80 feet & over
		Feet												
		0	20	40	60	80	100							
Total (Average)	37.2						300	3	70	79	58	45	24	20
Under 2	29.0						111	2	44	28	20	7	7	3
2 to 4	35.2						152	1	25	50	37	25	8	5
4 to 6	68.9						26	-	1	1	1	9	7	7
6 to 8	88.6						7	-	-	-	-	4	1	2
8 & over	81.3						4	-	-	-	-	1	1	2
Average 37.2 feet														

Average 37.2 feet

TABLE 8

TOTAL NET SALES, TOTAL DISPLAY SPACE (LINEAR FEET) AND AMOUNT OF DISPLAY SPACE PER \$1,000 OF TOTAL NET SALES FOR STORES CLASSIFIED BY SIZE, 1919

Classified Total Net Sales (in 000's)	Stores Reporting Amount of Window Display Space				Ratio Which Amount of Display Space per \$1,000 of Total Net Sales for Stores of Different Size, is of the Amount for All Stores		Per Cent.
	Number	Total Net Sales	Total Display Space (linear feet)	Display Space per \$1,000 of Total Net Sales (linear feet)	Per Cent.		
					0 30 60 90 120 150 180 210 240		
Total (Average)	367	\$41,123,657	14,766	0.36			100.0
Under \$40	66	2,011,730	1,690	0.84			233.3
\$40 to \$80	139	7,963,464	4,538	0.57			158.3
\$80 to \$180	113	13,519,799	5,339	0.40			111.1
\$180 & over	49	17,828,664	5,208	0.19			50.0

Average 0.36 feet

Moreover, stores of widely different floor plans and block location are included in the averages. In spite of this fact, however, the table does help to fix in a general way not only the average and the common, but also the extreme display window spaces found in stores of different size.

Table 8 is constructed to reflect the relation between the amounts of display window space and net sales for stores of different size. While the actual amount of display space per store increases, the amount of display space per \$1,000 of total net sales decreases as stores increase in size. The amount of display space may not be the occasion for increased sales, yet it is interesting to observe that, relative to sales, the stores having the largest actual amount of display space have the lowest relative amount, and vice versa. The degree to which the display space per \$1,000 of total net sales decreases as stores

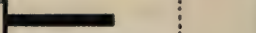
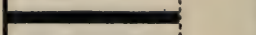
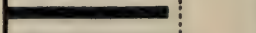
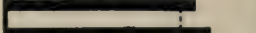
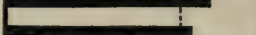
increase in size is shown by amounts and in graphic form in Table 8.

Table 9 has been constructed to show the relation between the amount of window display space and the sales per full-time sales-person in stores having annual sales between \$40,000 and \$80,000. For this purpose, the records of 131 stores were available. The stores are grouped by the classified amounts of display window space which they possess and for each group the average amount of sales per full-time sales-person is given.

For the 131 stores, the average amount of sales per full-time sales-person is \$16,828. The minimum amount — \$10,396 — corresponds to stores with window display space of less than 10 feet, while the maximum — \$19,840 — characterizes the stores having window display space of 60 to 80 feet. With minor exceptions, the amounts of sales per full-time sales-person increase as the amounts of window display space increase. This

TABLE 9

TOTAL NET SALES, NUMBER OF FULL-TIME SALES-PEOPLE, AND AVERAGE SALES PER FULL-TIME SALES-PERSON, FOR STORES WITH SALES OF \$40,000 TO \$80,000, CLASSIFIED BY AMOUNT OF DISPLAY WINDOW SPACE, 1919

Window Display Space (linear feet)	Stores Reporting on Window Display Space				Ratio Which Amount of Sales per Full-time Sales-person for Stores having Different Amounts of Display Space, is of the Average for All Stores								Per Cent.
	Number	Number of Full-time Sales-people	Total Net Sales	Amount of Sales per Full-time Sales-person	Per Cent.								
					0	20	40	60	80	100	120	140	
Total (Average)	131	450.6	\$7,582,522	\$16,828									100.0
Under 10	2	8.5	86,287	10,396									61.8
10 to 20	26	87.0	1,461,152	16,795									99.8
20 to 30	47	169.0	2,635,482	15,595									92.7
30 to 40	51	102.7	1,826,095	17,781									105.7
40 to 60	13	41.9	764,909	18,256									108.5
60 to 80	9	31.1	517,011	19,840									117.9
80 & over	3	10.6	191,586	18,074									107.4

Average \$16,828

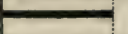
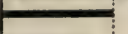
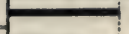
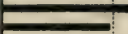
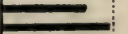
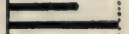
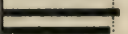
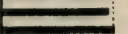
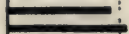
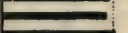
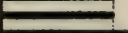
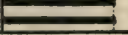
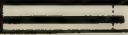
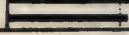
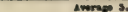
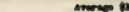
is more than saying that the amount of sales per full-time sales-person increases as the stores increase in size. Such a condition was found to obtain as shown in Volume I, page 92. The stores which are considered here, however, are those having sales from \$40,000 to \$80,000. By so limiting

the group, much of the influence attributable to store size has been eliminated. It is not contended that the table shows that sales are higher *because* display window space is larger, but it does show that the two are unmistakably associated.

Table 10 is constructed from the

TABLE 10

NUMBER OF FULL-TIME SALES-PEOPLE PER STORE, AMOUNT OF SALES PER STORE, AND AMOUNT OF SALES PER FULL-TIME SALES-PERSON, FOR STORES WITH ANNUAL SALES BETWEEN \$40,000 AND \$80,000, CLASSIFIED BY AMOUNT OF DISPLAY WINDOW SPACE, 1919

Window Display Space (Linear Feet)	Stores Reporting on Window Display Space																						
	Number of Stores	Full-time Sales-people per Store									Sales per Store					Sales per Full-time Sales-person							
		Number	Per Cent.									Amount	Per Cent.				Amount	Per Cent.					
			Actual	Graphic									Actual	Graphic				Actual	Graphic				
				0	20	40	60	80	100	120	0			20	40	60			80	100	120	0	20
Average	131	8.4	100.0									\$7,582	100.0					\$16,828	100.0				
Under 10	2	4.8	123.5									43,144	74.5					10,396	61.8				
10 to 20	26	5.5	97.1									56,196	97.1					16,795	99.8				
20 to 30	47	5.6	108.9									56,074	96.9					15,595	92.7				
30 to 40	51	5.3	97.1									80,956	101.0					17,781	105.7				
40 to 60	13	3.2	94.1									58,839	101.7					18,256	108.5				
60 to 80	9	5.5	106.9									60,527	119.4					19,840	117.9				
80 & over	3	5.5	108.9									62,862	116.8					18,074	107.4				
		Average 3.6																					
		Average \$7,582																					
		Average \$16,828																					

data included in Table 9. It shows for stores, classified according to the amounts of display window space and with sales between \$40,000 and \$80,000, the number of full-time sales-people per store, the average amount of sales per store, and the sales per full-time sales-person.

From this table it may be concluded: First, that the number of sales-people per store, with the exception of the two stores with display window space of less than 10 feet, is essentially constant over the whole range of amounts, although it varies from space-group to space-group. Second, that the amounts of sales per store increase as the amounts of window display space increase. Third, that the sales per full-time sales-person increase as the amounts of display window space increase. Fourth, that the sales per store are 48.0 per cent. higher, while the sales per full-time sales-person are 73.9 per cent. higher for the stores having the maximum display window space than for those having the minimum. How much of this is directly attributable to larger display space it is impossible to determine. The facts are stated as they appear. In the operation of an individual store they may carry some significance.

C.—Depths of Entrances to Store Buildings.

In Table 11, stores are classified by types of windows used and depths of entrances. Of the 72 stores having arcade windows with islands, 39 or

54.2 per cent. reported their entrances to be 12 feet and over in depth. Other depths are encountered, but none of them are less than 3 feet. The most common depth of entrance in the stores having vestibule windows without islands is 6 to 9 feet, although depths of 9 to 12 feet, and 12 feet and over are found to be common. For the stores having straight front windows the most common depth of entrance is 3 to 6 feet, although more than one-fourth of the buildings using these windows have entrances with depths from 6 to 9 feet.* The most common depth of entrance for buildings with straight front windows—52.2 per cent. having 3 to 6 feet—is not encountered in more than 18.7 per cent. of the buildings using vestibules without islands and in not more than 6.9 per cent. of those having arcade windows.

3.—STORE FIXTURES—AMOUNTS, TYPES, AND RATES OF DEPRECIATION.

The discussion of store fixtures is based upon the experience of stores for 1919, 1918, and 1914. It is concerned with the amounts invested in fixtures and with the relation which they bear to sales, to average stock, to rent, and to floor space. Rates of depreciation are also supplied for stores of different size, and the current rates charged are given as they were reported in the questionnaires.

* It is probably true that the different kinds of windows were not uniformly distinguished, and, accordingly, that no more than general significance can be attached to the depths reported.

TABLE 11

NUMBER AND PER CENT. OF STORES HAVING WINDOWS OF SPECIFIED STYLE, CLASSIFIED
BY DEPTH OF ENTRANCE, 1919

Style of Window	Depth of Entrance (in feet)	Stores Reporting Depth of Entrance								
		Number	Per Cent.							
			Actual	Graphic						
				0	10	20	30	40	50	60
Arcade with Island	Total	72	100.0							
	Under 3	-	-							
	3 to 6	5	6.9							
	6 to 9	10	13.9							
	9 to 12	18	25.0							
	12 & over	39	54.2							
Vestibule without Island	Total	272	100.0							
	Under 3	1	0.4							
	3 to 6	51	18.7							
	6 to 9	93	34.2							
	9 to 12	52	19.1							
	12 & over	75	27.6							
Straight Front	Total	134	100.0							
	Under 3	16	12.0							
	3 to 6	70	52.2							
	6 to 9	37	27.6							
	9 to 12	8	6.0							
	12 & over	3	2.2							

A.—Fixture Accounts and Depreciation Rates on Fixtures.

The schedule used to secure information from clothiers contained questions on the amount of fixture accounts for each of the years 1919, 1918, and 1914, as well as the annual rates of depreciation on fixtures which merchants charged. It is these subjects with which the present section deals.

(1)—THE RELATION OF FIXTURE ACCOUNTS TO TOTAL NET SALES.

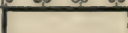
The amount of total net sales of 229 stores for the combined years 1919, 1918, and 1914, is \$62,520,297. The corresponding amount invested in fixtures is \$2,904,092. The average amount invested in fixtures per \$100 of total net sales for the combined years is, therefore, \$4.65. In 1914 the amount was \$6.39; in 1918 it was \$4.68; and in 1919, \$3.87. That is,

the amount in 1914 was 137.4 per cent. of the average for the three years, while in 1918 it was 100.6 per cent., and in 1919, 83.2 per cent. The amounts invested in fixtures per \$100 of total net sales are shown in Table 12.

The average amount of net sales per store for the 229 stores included in Table 12 was \$55,318 in 1914; \$89,297 in 1918, and \$128,400 in 1919. The corresponding average amount of fixture account per store for 1914 was \$3,535; for 1918, \$4,176; and for 1919, \$4,970. Relatively, the average amount of sales per store increased between 1914 and 1918 by 61.4 per cent., and between 1914 and 1919 by 132.1 per cent., while the average amount invested in fixtures per store increased between 1914 and 1918 by 18.1 per cent., and between 1914 and 1919 by 40.6 per cent. The amounts of both sales and fixtures per store increased throughout these periods, the percentage of increase in the

TABLE 12

RELATION OF AMOUNT OF FIXTURE ACCOUNT TO TOTAL NET SALES FOR 229 IDENTICAL STORES, 1919, 1918, AND 1914

Years	Stores Reporting Amount of Fixture Account				Ratio Which Amount of Fixture Account per \$100 of Total Net Sales for 229 Identical Stores for Each Year, is of the Average for All Years	Per Cent.
	Number of Store-years	Total Net Sales	Amount of Fixture Account	Amount per \$100 of Total Net Sales	Per Cent.	
					0 30 60 90 120 150 180	
Total (Average)	527	\$62,520,297	\$2,904,092	\$4.65		100.0
1919	229	29,403,503	1,138,125	3.87		83.2
1918	229	20,449,038	956,384	4.58		100.6
1914	229	12,667,756	809,583	6.38		137.4

Average \$4.65

amount of sales being approximately three times as great as the percentage of increase in the amount of fixture account. Relatively, therefore, the average investment in fixtures per \$100 of total net sales decreased between 1914 and 1918, and between 1918 and 1919, the rates being 26.8 and 39.4 per cent., respectively. The amount of investment in fixtures per \$100 of total net sales and the percentage decrease from 1914 to 1918 and from 1914 to 1919 are shown in Table 13.

It should be remembered that the records of identical stores are compared in Tables 12 and 13. While the number is somewhat less than that used in certain other comparisons, the experience is broad enough to give a satisfactory comparative statement of the actual amount of sales and investment in fixtures per store, and the relation which investments in fixtures bear to sales for each of the different years.

In Table 14, 229 stores for each of the years 1919, 1918, and 1914 are

classified by size, and for each group the amounts of total net sales and of fixture accounts, together with the amount invested in fixtures per \$100 of total net sales, are given for each of the years. It should be observed that, while the same stores are used in this comparison, the stores are not identical from year to year for each of the sales-groups. This can be seen by contrasting for each of the sales-groups the number of stores found for each of the years. An illustration will suffice to make this clear. In 1914, 7 of the 229 stores had net sales of \$180,000 and over. By 1918 this number had grown to 20, and by 1919 to 37. Similarly, in 1914 125 had net sales under \$40,000. By 1918 this number had decreased to 72, and by 1919 to 33. While the stores retain their identity from year to year, their sales vary. This fact should be kept in mind in interpreting the ratios in the following paragraphs.

For all the stores, irrespective of size, the average amounts invested in fixtures per \$100 of total net sales

TABLE 13
AVERAGE AMOUNT OF TOTAL NET SALES AND FIXTURE ACCOUNT PER STORE, AMOUNT OF FIXTURE ACCOUNT PER \$100 OF TOTAL NET SALES, AND PER CENT. INCREASE OR DECREASE FROM 1914 FOR 229 IDENTICAL STORES, 1919, 1918, AND 1914

Years	Average Amount of Total Net Sales per Store							Average Amount of Fixture Account per Store					Average Amount of Fixture Account per \$100 of Total Net Sales								
	Amount	Per Cent. Increase over 1914							Amount	Per Cent. Increase over 1914				Amount	Per Cent. Decrease from 1914						
		Graphic								Graphic					Graphic						
		Actual	0	20	40	60	80	100		120	140	Actual	0		20	40	60	Actual	0	20	40
1919	\$180,400	158.1								\$4,970	40.6					\$5.87	39.4				
1918	89,297	61.4								4,176	18.1					4.68	26.8				
1914	86,318									3,538						6.39					

decreased from \$6.39 in 1914 to \$4.68 in 1918, and to \$3.87 in 1919. A similar decrease is observed also for each of the groups of stores when classified by sales. The lengths of the bars opposite the amounts for the different sales-groups show how generally the condition holds. The table is self-explanatory and graphically shows the relation of fixtures to sales for stores of different size for each of the years 1919, 1918, and 1914.

But the amounts invested in fixtures per \$100 of total net sales as shown in Table 14 are averages. It is true that the same group of stores is treated in each of the different years, but in spite of this fact the averages may or may not be typical of the conditions which obtain in stores of different size, or in stores of the same size for different years. Accordingly, Table 15 has been prepared in order to show for each of the different years

TABLE 14
RELATION OF AMOUNT OF FIXTURE ACCOUNT TO TOTAL NET SALES FOR 229 IDENTICAL STORES CLASSIFIED BY SIZE, 1919, 1918, AND 1914

Classified Total Net Sales (in 000's)	Years	Stores Reporting Amount of Fixture Account				Ratio Which Amount of Fixture Account per \$100 of Total Net Sales for 229 Identical Stores of Different Size for Each Year, is of the Average for All Years	Per Cent.
		Number of Store- years	Total Net Sales	Amount of Fixture Account	Amount per \$100 of Total Net Sales		
						Per Cent.	
						0 30 60 90 120 150 180 210 240	
Total (Average)	Total (Average)	687	\$62,520,297	\$2,904,092	\$4.65		100.0
	1919	229	29,403,305	1,138,125	3.87		83.2
	1918	229	20,449,036	956,364	4.68		100.6
	1914	229	12,667,756	809,583	6.39		137.4
Under \$40	Total (Average)	230	6,232,177	330,053	5.30		114.0
	1919	33	263,652	46,575	4.73		101.7
	1918	72	2,053,657	108,455	5.28		113.5
	1914	125	3,194,468	175,025	5.48		117.8
\$40 to \$80	Total (Average)	243	12,940,232	565,231	4.05		87.1
	1919	87	5,113,490	171,676	3.36		72.3
	1918	92	5,296,236	203,635	3.84		82.6
	1914	64	3,529,504	189,820	5.36		115.7
\$80 to \$120	Total (Average)	150	17,578,641	682,022	3.95		84.9
	1919	72	8,312,125	255,648	3.07		66.0
	1918	48	5,312,161	225,178	4.25		91.4
	1914	33	3,642,375	200,196	5.50		112.3
\$120 & over	Total (Average)	64	25,069,247	1,325,786	5.29		113.8
	1919	37	14,928,056	654,226	4.43		95.3
	1918	20	7,772,762	412,116	5.28		115.7
	1914	7	2,302,409	244,444	10.62		228.4

Average \$4.65

TABLE 15

NUMBER OF STORES REPORTING SPECIFIED AMOUNTS OF FIXTURE ACCOUNT PER \$100
OF TOTAL NET SALES, CLASSIFIED BY SIZE, 1919, 1918, AND 1914

Classified Total Net Sales (in 000's)	Years	Number of Stores Reporting Specified Amounts of Fixture Account per \$100 of Total Net Sales							
		Total Store- years	Under \$2	\$2 to \$4	\$4 to \$6	\$6 to \$8	\$8 to \$10	\$10 to \$12	\$12 & over
Total	Total	687	139	226	129	103	47	29	14
	1919	229	70	83	35	30	7	3	1
	1918	229	40	81	47	29	17	9	6
	1914	229	29	62	47	44	23	17	7
Under \$40	Total	230	37	63	49	35	23	14	9
	1919	33	6	11	7	4	3	1	1
	1918	72	10	19	17	10	8	4	4
	1914	125	21	33	25	21	12	9	4
\$40 to \$80	Total	243	46	100	43	34	9	8	3
	1919	87	21	42	14	7	1	2	-
	1918	92	19	38	18	11	2	3	1
	1914	64	6	20	11	16	6	3	2
\$80 to \$180	Total	150	41	49	26	19	9	5	1
	1919	72	31	22	9	8	2	-	-
	1918	45	8	18	8	5	3	2	1
	1914	33	2	9	9	6	4	3	-
\$180 & over	Total	64	15	14	11	15	6	2	1
	1919	37	12	8	5	11	1	-	-
	1918	20	3	6	4	3	4	-	-
	1914	7	-	-	2	1	1	2	1

the number of stores classified by size having different amounts of fixture accounts per \$100 of total net sales.

Table 16 shows the number and percentage of stores for the combined years and for each of the years which had different amounts of fixture accounts per \$100 of total net sales. This table does not show the number of stores of different size reporting different amounts. This seems to be unnecessary in view of the fact that the actual numbers of stores reporting different amounts are given in detail by years and by store-groups in Table 15.

From Table 16 it may be observed that the most common amount invested in fixtures per \$100 of total net sales is between \$2 and \$4. This is true not only for the combined but also for the individual years. The amounts in each of the years, however, extend from less than \$2 to \$12 and over, although the number of stores having amounts of \$8 and over per \$100 of total net sales does not exceed, in any case, 21 per cent. of the total,

and in 1919, 5 per cent. It is unnecessary to discuss this table in detail. Its purpose is solely to illustrate the distribution shown in Table 15, and its significance should be considered in connection with the amounts of both investments in fixtures and total net sales as given in Table 14.

In Table 17 the 229 stores which have been considered in the discussion of the relation of investments in fixtures to sales are classified by the size of the city in which they are located. Obviously, when so classified, the identity of the stores for each of the different years is maintained under the city-groups. When the stores are classified in this manner, the average fixture account per store, irrespective of location, is found to be \$4,227. For the stores located in cities with population under 40,000, it is \$2,445, and for those located in cities with population of 40,000 and over, \$10,446.

For the 178 stores which, during the three years, had an average fixture

TABLE 16
NUMBER AND PER CENT. OF STORES REPORTING SPECIFIED AMOUNTS OF FIXTURE ACCOUNT PER \$100 OF TOTAL NET SALES, 1919, 1918, AND 1914

Amount of Fixture Account per \$100 of Total Net Sales	Total					1919					1918					1914												
	Number of Store- years	Per Cent.					Number of Stores	Per Cent.					Number of Stores	Per Cent.					Number of Stores	Per Cent.								
		Actual	Graphic					Actual	Graphic					Actual	Graphic					Actual	Graphic							
			0	10	20	30	40			0	10	20	30	40			0	10	20	30	40			0	10	20	30	40
Total	697	100.0						229	100.0						229	100.0							269	100.0				
Under \$2	139	20.0						90	39.6						40	17.5							39	12.7				
\$2 to \$4	226	32.5						83	36.2						81	35.4							62	27.1				
\$4 to \$6	129	18.6						83	36.2						49	20.5							47	20.5				
\$6 to \$8	103	15.0						30	13.1						39	12.7							44	19.2				
\$8 to \$10	47	6.8						7	3.1						17	7.4							23	10.0				
\$10 to \$12	36	5.2						9	3.9						9	3.9							17	7.4				
\$12 & over	14	2.0						1	0.4						6	2.6							7	3.1				

account per store of \$2,445, the average amount per store increased from \$2,124 in 1914 to \$2,421 in 1918, and to \$2,791 in 1919. Relatively, the increases between 1914 and 1918, and between 1918 and 1919, were 14.0 and 15.3 per cent., respectively. The average fixture account per store for the stores located in cities with population of 40,000 and over increased from \$8,462 in 1914 to \$10,302 in 1918, and to \$12,575 in 1919. This represents an increase of 21.7 per cent. between 1914 and 1918, and of 22.1 per cent. between 1918 and 1919. The nature of the increase from year to year for these identical stores dif-

ferently located is shown graphically in Table 17.

While the average fixture account per store for stores of different location increased between 1914 and 1918, and between 1918 and 1919, the sales for the same stores also increased. The rate of increase in sales, however, exceeded the rate of increase in the amount invested in fixtures, with the result that the amount of fixture account per \$100 of total net sales actually decreased. The nature of this decrease, together with the actual amounts of total net sales and fixture accounts, is shown in Table 18.

A comparison of Tables 17 and 18

TABLE 17

AVERAGE AMOUNT OF FIXTURE ACCOUNT PER STORE FOR 229 IDENTICAL STORES CLASSIFIED BY SIZE OF CITY, 1919, 1918, AND 1914

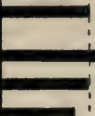
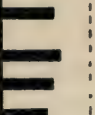
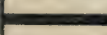
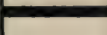
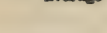
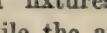
Size of City (in 000's)	Years	Stores Reporting Amount of Fixture Account			Ratio Which Amount of Fixture Account per Store for 229 Stores in Cities of Different Size, for Each Year, is of the Amount for All Years	Per Cent.
		Number of Store- years	Amount of Fixture Account	Average Amount per Store	Per Cent.	
0 40 80 120 160 200 240 280 320						
Total (Average)	Total (Average)	687	\$2,904,092	\$4,227		100.0
	1919	229	1,138,125	4,970		117.6
	1918	229	956,384	4,176		98.6
	1914	229	809,583	3,535		83.6
Under 40	Total (Average)	534	1,305,790	2,445		57.8
	1919	178	496,785	2,791		66.0
	1918	178	430,962	2,421		57.3
	1914	178	378,043	2,124		50.2
40 and over	Total (Average)	153	1,598,302	10,446		247.1
	1919	51	641,340	12,575		297.5
	1918	51	525,422	10,302		243.7
	1914	51	431,540	8,462		200.2
Average \$4,227						

TABLE 18

RELATION OF AMOUNT OF FIXTURE ACCOUNT TO TOTAL NET SALES FOR 229 IDENTICAL STORES CLASSIFIED BY SIZE OF CITY, 1919, 1918, AND 1914

Size of City (in 000's)	Years	Stores Reporting Amount of Fixture Account				Ratio Which Amount of Fixture Account per \$100 of Total Net Sales for 229 Identical Stores in Cities of Different Size for Each Year, is of the Average for All Years	Per Cent.
		Number of Store- years	Total Net Sales	Amount of Fixture Account	Amount per \$100 of Total Net Sales	Per Cent. 0 3p 6p 9p 12p 15p 18p	
Total (Average)	Total (Average)	687	\$62,520,297	\$2,904,092	\$4.65		100.0
	1919	229	29,403,503	1,138,125	5.57		83.2
	1918	229	20,449,038	956,384	4.59		100.6
	1914	229	12,667,756	809,585	6.39		137.4
Under 40	Total (Average)	534	31,913,547	1,305,790	4.09		88.0
	1919	178	14,637,634	496,785	5.39		72.9
	1918	178	10,371,913	430,962	4.16		89.5
	1914	178	6,904,000	378,043	5.48		117.8
40 and over	Total (Average)	153	30,606,750	1,598,302	5.22		112.3
	1919	51	14,765,869	641,540	4.34		93.3
	1918	51	10,077,125	525,422	5.21		112.0
	1914	51	5,763,756	431,540	7.49		161.1
Average \$4.65							

is of interest. For each of the years the experience of 51 stores located in cities with population of 40,000 and over is available. The experience for the stores in cities with population of less than 40,000 covers 178 stores. While the amount of fixture account per store is, on the average, approximately five times as large for the stores in the large cities as for those in the small cities, the average amount invested in fixtures per \$100 of total net sales is only one and one-fourth times as large. This represents the condition for the combined as well as for the individual years.

From year to year, with a given group of stores, the actual amount

invested in fixtures per store increased, while the amount expressed in terms of total net sales decreased. How regularly the increases and decreases are encountered is shown graphically by the bars in Tables 17 and 18.

(2)—THE RELATION OF FIXTURE ACCOUNTS TO AVERAGE STOCK.

The discussion under (1) immediately above had to do with the relation of the amounts of fixture accounts to sales. This discussion has to do with the relation of the amounts invested in fixtures to the amounts of average stock. On the basis of the experience

of 294 store-years for 1919, 1918, and 1914, combined, the average fixture account per \$100 of average stock is \$14.85. In 1914 it was \$16.53; in 1918, \$13.78; and in 1919, \$15.27. Relatively, the amount in 1914 was 111.3 per cent. of the amount for the combined years, while in 1918 it was 92.8 per cent. The relation of the amount in 1919 to the average for the three years was 102.8 per cent. Table 19 shows these relations in amounts and in graphic form.

Table 20 shows the amounts of average stock and fixture account per store, as well as the relation of investments in fixtures to average stock for each of the years 1919, 1918, and 1914. It also shows the percentage of increase or decrease of these amounts based upon 1914. The amount of average stock per store increased in each of the years 1919 and 1918 as compared with 1914. Similarly, the average amount invested in fixtures per store increased.

TABLE 19
AVERAGE STOCK, FIXTURE ACCOUNT, AND AMOUNT OF FIXTURE ACCOUNT PER \$100
OF AVERAGE STOCK, 1919, 1918, AND 1914

Years	Stores Reporting Amount of Fixture Account				Ratio Which Amount of Fixture Account per \$100 of Average Stock for Each Year, is of the Average for All Years	Per Cent.
	Number of Store-years	Average Stock	Amount of Fixture Account	Amount per \$100 of Average Stock		
					Per Cent.	
					0 30 60 90 120 150 180	
Total (Average)	294	\$11,383,327	\$1,690,544	\$14.85		100.0
1919	130	5,337,184	815,061	15.27		102.8
1918	108	4,504,510	620,635	13.78		92.8
1914	56	1,541,633	254,848	16.53		111.3

Average \$14.85

But the rate of increase in the average stock per store exceeded the rate of increase in the average fixture account per store with the result that there was a decrease between 1914 and 1918, and between 1914 and 1919, in the amount of fixture account per \$100 of average stock.

Table 20 is based upon a varying number of stores from year to year, and obviously is limited in value because of this fact. Data are avail-

able, however, for a similar comparison for 54 identical stores for the years 1919, 1918, and 1914, and, although the number of stores is much smaller than that used in Table 20, the data are of greater comparative value. The results of such a comparison are shown in Table 21.

For these 54 stores the amount of average stock per store in 1914 was \$27,799. In 1918 the amount had increased to \$41,406, or by 48.9 per

TABLE 20

AMOUNT OF AVERAGE STOCK AND FIXTURE ACCOUNT PER STORE, AMOUNT OF FIXTURE ACCOUNT PER \$100 OF AVERAGE STOCK, AND PER CENT. INCREASE OR DECREASE FROM 1914, FOR ALL STORES, 1919, 1918, AND 1914

Years	Amount of Average Stock per Store							Amount of Fixture Account per Store							Amount of Fixture Account per \$100 of Average Stock						
	Amount	Per Cent. Increase over 1914						Amount	Per Cent. Increase over 1914						Amount	Per Cent. Decrease From 1914					
		Actual	Graphic						Actual	Graphic						Actual	Graphic				
			0	10	20	30	40			50	60	0	10	20			30	40	0	10	20
1919	\$41,056	49.1						\$6,270	37.8						\$15.27	7.6					
1918	41,708	51.5						5,747	26.3						15.78	16.6					
1914	\$7,529							4,551							16.55						

cent., and in 1919 it had grown to \$43,693, or by 57.2 per cent. These increases in the amount of average stock per store were accompanied by an increase in the amount invested in fixtures per store. In 1914 the average amount per store for the 54 stores was \$4,593. In 1918 it had increased to \$5,171, or by 12.6 per cent., and in 1919 to \$6,609, or by 43.9 per cent. The average stock per store increased between 1914 and 1918 approximately four times as rapidly as did the average fixture account per store, with the result that there was a decline of 24.4 per cent. in the amount of fixture account per \$100 of average stock.

Between 1914 and 1919, the average stock per store increased 1.3 times as rapidly as the average fixture account per store, the result being a decrease of 8.4 per cent. in the amount of fixture account per \$100 of average stock.

In spite of the fact that the number of stores upon which the details in Tables 20 and 21 are based is different, there is a striking uniformity, except for 1918, in the average amount of fixture account per \$100 of average stock. Stores which are identical, as well as those which differ in number from year to year, are used in this comparison because of the relatively

TABLE 21

AMOUNT OF AVERAGE STOCK AND FIXTURE ACCOUNT PER STORE, AMOUNT OF FIXTURE ACCOUNT PER \$100 OF AVERAGE STOCK, AND PER CENT. INCREASE OR DECREASE FROM 1914, FOR 54 IDENTICAL STORES, 1919, 1918, AND 1914

Years	Amount of Average Stock per Store						Amount of Fixture Account per Store						Amount of Fixture Account per \$100 of Average Stock											
	Amount	Per Cent. Increase over 1914						Amount	Per Cent. Increase over 1914						Amount	Per Cent. Decrease from 1914								
		Actual	Graphic						Actual	Graphic						Actual	Graphic							
			0	10	20	30	40	50		60	0	10	20	30	40		50	60	0	10	20	30		
1919	\$43,693	57.2							\$6,609	43.9							\$15.15	8.4						
1918	41,406	48.9							5,171	12.6							15.43	24.4						
1914	27,799								4,553								16.52							

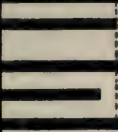
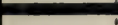
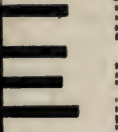
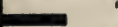
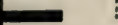
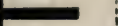
few stores which are available for this purpose. The direction of change from year to year is identical, although the amounts are somewhat different.

In Table 22, 54 identical stores are classified by years and according to the size of the city in which they are located. Opposite each year- and city-group is given the average amount invested in fixtures per \$100 of average stock. For the 39 stores in the small cities, the average amount for the combined years is \$8.40. For the 15 stores located in the large cities, the average amount for the three years is \$20.38. For the stores in the

two groups of cities, the amounts decreased between 1914 and 1918, and between 1914 and 1919, but increased between 1918 and 1919. Such a condition, it will be remembered, characterizes not only the 54 stores which are identical from year to year, but also the stores shown in Table 19, which change in number and size from year to year. The amounts in 1918, as compared with those for 1914, are low, not because of the size of the fixture account, but rather because of high average stock. The graphic part of Table 22 shows the amount of fixture account per \$100 of average stock for the different

TABLE 22

AVERAGE STOCK, FIXTURE ACCOUNT, AND AMOUNT OF FIXTURE ACCOUNT PER \$100 OF AVERAGE STOCK FOR 54 IDENTICAL STORES CLASSIFIED BY SIZE OF CITY, 1919, 1918, AND 1914

Size of City (in 000's)	Years	Stores Reporting Amount of Fixture Account				Ratio Which Amount of Fixture Account per \$100 of Average Stock for 54 Identical Stores in Cities of Different Size, for Each Year, is of the Average for All Years	Per Cent.
		Number of Store-years	Average Stock	Amount of Fixture Account	Amount per \$100 of Average Stock	Per Cent. 50 60 90 120 150 180	
Total (Average)	Total (Average)	162	\$6,096,500	\$884,104	\$14.50		100.0
	1919	54	2,359,429	356,868	15.13		104.3
	1918	54	2,235,948	279,222	12.49		86.1
	1914	54	1,501,123	248,014	15.52		113.9
Under 40	Total (Average)	117	2,992,853	251,470	8.40		57.9
	1919	39	1,189,913	97,704	8.21		56.6
	1918	39	1,041,327	80,233	7.70		53.1
	1914	39	761,613	73,533	9.65		66.6
40 and over	Total (Average)	45	3,103,647	632,634	20.38		140.8
	1919	15	1,169,516	259,164	22.16		132.8
	1918	15	1,194,621	198,989	16.66		114.9
	1914	15	739,510	174,481	23.59		158.7
Average \$14.50							

groups of identical stores classified by location.

Table 23 shows by years the amounts invested in fixtures per \$100 of average stock for 294 stores classified by size. The average amount per \$100 of average stock for stores with sales under \$40,000 is \$9.88. For 1919 for this group of stores it was \$11.12; for 1918, \$9.14, and for

1914, \$10.02. For stores with sales of \$40,000 to \$80,000 the average amount for the combined years is approximately the same as that for the smaller stores. In 1919, however, for this group of stores the average amount was \$8.38; in 1918 it was \$9.99; in 1914, \$14.62. Similar differences from year to year obtain for the stores in the other sales-groups,

TABLE 23

AVERAGE STOCK, FIXTURE ACCOUNT, AND AMOUNT OF FIXTURE ACCOUNT PER \$100 OF AVERAGE STOCK FOR STORES CLASSIFIED BY SIZE, 1919, 1918, AND 1914

Classified Total Net Sales (in 000's)	Years	Stores Reporting Amount of Fixture Account				Ratio Which Amount of Fixture Account per \$100 of Average Stock in Stores of Different Size for Each Year, is of the Average for All Years	Per Cent.
		Number of Store-years	Average Stock	Amount of Fixture Account	Amount per \$100 of Average Stock	Par Cent.	
						0 30 60 90 120 150 180 210	
Total (Average)	Total (Average)	254	\$11,383,327	\$1,690,544	\$14.85		100.0
	1919	150	5,337,184	815,061	15.27		102.8
	1918	106	4,504,510	620,635	13.78		92.8
	1914	56	1,541,633	254,848	15.53		111.3
Under \$40	Total (Average)	87	1,258,180	124,278	9.88		66.5
	1919	21	301,795	33,548	11.12		74.9
	1918	37	581,077	55,127	9.14		61.5
	1914	29	375,308	37,603	10.02		67.5
\$40 to \$80	Total (Average)	98	2,321,600	230,543	9.93		66.9
	1919	51	1,145,547	96,020	8.38		56.4
	1918	33	807,560	80,559	9.99		67.3
	1914	14	388,493	53,864	14.62		98.5
\$80 to \$180	Total (Average)	68	3,216,316	380,043	11.82		79.6
	1919	35	1,507,799	191,798	12.72		85.7
	1918	24	1,269,304	134,620	10.61		71.4
	1914	9	439,213	55,625	12.21		82.2
\$180 & over	Total (Average)	41	4,587,231	955,680	20.83		140.3
	1919	23	2,382,043	493,695	20.73		139.6
	1918	14	1,846,569	338,229	19.07		128.4
	1914	4	358,619	109,756	30.61		206.1
Average \$14.85							

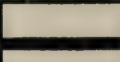
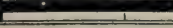
the amounts for each of the groups of stores, with the exception of those with sales of \$40,000 to \$80,000, being smaller in 1918 than in either of the other years. The graphic part of the table shows the change from year to year for the stores in each of the sales-groups. It also indicates the number of stores upon which the averages are based and the amounts of

average stock and the fixture accounts involved.

Tables 24 to 27 show for stores varying in number from year to year the relations of the amounts of fixture accounts to average stock. For this purpose the stores are classified according to net sales and the amounts of fixture account per \$100 of average stock are given both

TABLE 24

AVERAGE STOCK, FIXTURE ACCOUNT, AND AMOUNT OF FIXTURE ACCOUNT PER \$100 OF AVERAGE STOCK FOR STORES CLASSIFIED BY SIZE, 1919, 1918, AND 1914, COMBINED

Classified Total Net Sales (in 000's)	Stores Reporting Amount of Fixture Account				Ratio Which amount of Fix- ture Account per \$100 of Average Stock in Stores of Different Size, is of the Amount for All Stores	Per Cent.
	Number of Store- years	Average Stock	Amount of Fixture Account	Amount per \$100 of Average Stock		
					Per Cent. 0 30 60 90 120 150 180 210	
Total (Average)	294	\$11,383,327	\$1,690,544	\$14.85		100.0
Under \$40	87	1,258,180	124,278	9.88		66.5
\$40 to \$30	98	2,321,600	230,543	9.93		66.9
\$80 to \$180	58	3,216,316	380,043	11.92		79.6
\$180 & over	41	4,587,231	955,680	20.85		140.3
Average \$14.85						

in amounts and in graphic form.

Table 24 contains the data for 294 store-years. The average amount of fixture account per \$100 of average stock is \$14.85. The smallest amount is \$9.88, and the largest, \$20.83. The amounts clearly increase as stores increase in size, the rates, however, differing more widely for the large than for the comparatively small stores.

In Table 25 data similar to those in Table 24 are given for 1919 for 130

stores. The average amount of fixture account per \$100 of average stock in this year for these stores was \$15.27. The smallest amount was \$8.38, and the largest, \$20.73. The amounts increase as the stores increase in size, if the stores with sales under \$10,000 are omitted from consideration. If this group is included and the stores with sales of \$40,000 to \$80,000 are excluded, the same condition holds. The stores with sales under \$40,000 have larger amounts

TABLE 25

AVERAGE STOCK, FIXTURE ACCOUNT, AND AMOUNT OF FIXTURE ACCOUNT PER \$100
OF AVERAGE STOCK FOR STORES CLASSIFIED BY SIZE, 1919

Classified Total Net Sales (in 000's)	Stores Reporting Amount of Fixture Account				Ratio Which Amount of Fixture Account per \$100 of Average Stock in Stores of Different Size, is of the Amount for All Stores								Per Cent.
	Number	Average Stock	Amount of Fixture Account	Amount per \$100 of Average Stock	Per Cent.								
					0	30	60	90	120	150	180		
Total (Average)	130	\$5,337,184	\$615,061	\$15.27									100.0
Under \$40	21	301,795	33,548	11.12									72.8
\$40 to \$80	51	1,145,547	96,020	8.38									54.9
\$80 to \$180	35	1,507,799	191,798	12.72									83.3
\$180 & over	23	2,382,043	493,695	20.73									135.8

Average \$15.27

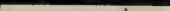
invested in fixtures per \$100 of average stock in this year than in the other years.

Table 26 contains for 1918 data similar to those contained in Tables 24 and 25 for the combined years and for 1919, respectively. The average amount of fixture account per \$100 of average stock in this year for 108

stores was \$13.78. The smallest amount for any group was \$9.14, and the largest, \$19.07. The amounts increase as the stores increase in size, the margin of difference being small for the stores with sales under \$180,000. For those with sales of \$180,000 and over the amount is approximately twice as large as that

TABLE 26

AVERAGE STOCK, FIXTURE ACCOUNT, AND AMOUNT OF FIXTURE ACCOUNT PER \$100
OF AVERAGE STOCK FOR STORES CLASSIFIED BY SIZE, 1918

Classified Total Net Sales (in 000's)	Stores Reporting Amount of Fixture Account				Ratio Which Amount of Fixture Account per \$100 of Average Stock in Stores of Different Size, is of the Amount for All Stores							Per Cent.
	Number	Average Stock	Amount of Fixture Account	Amount per \$100 of Average Stock	Per Cent.							
					0	30	60	90	120	150	180	
Total (Average)	108	\$4,504,510	\$620,655	\$13.78								100.0
Under \$40	37	581,077	53,127	9.14								66.3
\$40 to \$80	33	807,560	80,659	9.99								72.5
\$80 to \$180	24	1,269,304	134,620	10.61								77.0
\$180 & over	14	1,846,569	352,229	19.07								138.4

Average \$13.78

for stores with sales of \$80,000 to \$180,000. This difference is common not only to 1918 but also to 1919 and to the combined years.

Table 27 is similar in content to the three preceding tables. It contains for 1914 data for 56 stores classified by size, the average amount of fixture account per \$100 of average stock being \$16.53—an amount in excess of that encountered for either 1919 or 1918. The smallest amount characterizes the smallest stores, and the largest amount, the largest stores. Between these limits the amounts do not regularly increase as the stores increase in size. This is probably due to the fact that fewer stores are available for comparison than in the other years and probably also to the fact that the data on fixtures and on average stock are less accurate for this year than for the later years. The average amount shown for the 4 stores with sales of \$180,000 and over is

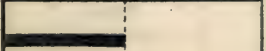
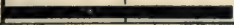
probably not representative in view of the fact that the amounts for stores of similar sales in the other years are essentially equal and somewhat lower than for this year. Moreover, the average amount for the 14 stores having sales from \$40,000 to \$80,000 seems to be an exception when compared with the amounts for stores of similar size in the other years. For the groups with sales under \$40,000, and \$80,000 to \$180,000, the amounts from year to year are strikingly uniform when it is considered that a different number of stores is included in the comparison.

But the amounts invested in fixtures per \$100 of average stock shown in Table 27 are averages—averages for stores varying in number and size from year to year. In view of this fact, they may or may not be typical of the conditions which obtain in the individual stores which are included.

In order to show how nearly the

TABLE 27

AVERAGE STOCK, FIXTURE ACCOUNT, AND AMOUNT OF FIXTURE ACCOUNT PER \$100 OF AVERAGE STOCK FOR STORES CLASSIFIED BY SIZE, 1914

Classified Total Net Sales (in 000's)	Stores Reporting Amount of Fixture Account				Ratio Which Amount of Fix- ture Account per \$100 of Average Stock in Stores of Different Size, is of the Amount for All Stores	Per Cent.
	Number	Average Stock	Amount of Fixture Account	Amount per \$100 of Average Stock		
					Per Cent. 0 30 60 90 120 150 180 210	
Total (Average)	56	\$1,541,633	\$254,848	\$16.53		100.0
Under \$40	29	375,308	37,603	10.02		60.6
\$40 to \$80	14	368,493	53,864	14.62		88.4
\$80 to \$180	9	439,213	53,625	12.21		73.9
\$180 & over	4	358,819	109,756	30.61		185.2

Average \$16.53

averages are typical of the conditions for the different years, Tables 28 and 29 are introduced.

Table 28 gives the number of stores

which had different amounts of fixture account per \$100 of average stock. The stores are classified by size and the distribution is given for

TABLE 28

NUMBER OF STORES REPORTING SPECIFIED AMOUNTS OF FIXTURE ACCOUNT PER \$100 OF AVERAGE STOCK, CLASSIFIED BY SIZE, 1919, 1918, AND 1914

Years	Classified Total Net Sales (in 000's)	Number of Stores Reporting Specified Amounts of Fixture Accounts per \$100 of Average Stock							
		Total Store- years	Under \$5	\$5 to \$10	\$10 to \$15	\$15 to \$20	\$20 to \$25	\$25 to \$30	\$30 & over
Total	Total	294	41	115	55	29	25	5	23
	Under \$40	87	15	38	18	9	2	1	4
	\$40 to \$80	98	17	45	19	5	7	1	4
	\$80 to \$180	68	8	24	14	9	9	-	4
	\$180 & over	41	1	8	4	6	7	4	11
1919	Total	130	15	54	25	14	8	3	11
	Under \$40	21	2	11	2	4	-	1	1
	\$40 to \$80	51	9	27	10	1	3	-	1
	\$80 to \$180	35	3	10	11	5	4	-	2
	\$180 & over	23	1	6	2	4	1	2	7
1918	Total	108	15	47	17	10	11	2	6
	Under \$40	37	6	18	8	3	1	-	1
	\$40 to \$80	33	5	16	5	2	1	1	2
	\$80 to \$180	24	3	11	3	3	4	-	-
	\$180 & over	14	-	2	1	2	5	1	3
1914	Total	56	11	14	13	5	5	1	5
	Under \$40	29	7	9	8	2	1	-	2
	\$40 to \$80	14	2	2	4	2	3	-	1
	\$80 to \$180	9	2	3	-	1	1	-	2
	\$180 & over	4	-	-	1	-	1	1	1

each of the various years. From an inspection of this table it is readily seen that, while the average amount for the three years combined is \$14.85, the largest number of stores had amounts between \$5 and \$10. This is the common or modal amount invested in fixtures per \$100 of average stock. The most common amount for each of the years is likewise \$5 to \$10, although, as shown in Table 28, there are some stores which had amounts under \$5 and others which had amounts of \$30 and over. The averages for the individual, as well as for the combined years, exceed the typical or modal amounts because an appreciable number of stores had relatively low average stocks or relatively large investments in fixtures.

Table 28 not only shows the number of stores unclassified which had different amounts of fixture accounts per \$100 of average stock, but also the amounts for stores when grouped according to the amount of their annual sales. It is of interest to compare the averages shown in Tables 24

to 27 for each group of stores with the distribution of the amounts as given in Table 28. This the reader may do for himself.

Table 29 contains the number and a graphic summary of the percentages of stores for the individual and the combined years which reported different amounts of fixture account per \$100 of average stock. This summary is inserted simply to make more readily apparent the nature of the distributions shown in Table 28.

The most common amount invested in fixtures per \$100 of average stock for the individual and the combined years is \$5 to \$10. The concentration at this point, however, does not obtain in the individual years. In 1919 and 1918 the concentration around the amounts \$5 to \$10 is marked, but in 1914 no such clear concentration is evident. Indeed, there are practically as many stores having amounts under \$5, and from \$10 to \$15, as from \$5 to \$10. The advantage of such a graphic summary as the one contained in Table 29 is that the number

TABLE 29
NUMBER AND PER CENT. OF STORES REPORTING SPECIFIED AMOUNTS OF FIXTURE ACCOUNT PER \$100 OF AVERAGE STOCK, 1919, 1918, AND 1914

Amount of Fixture Account per \$100 of Average Stock	Total			1919			1918			1914		
	Number of Stores	Per Cent.		Number of Stores	Per Cent.		Number of Stores	Per Cent.		Number of Stores	Per Cent.	
		Actual	Graphic		Actual	Graphic		Actual	Graphic		Actual	Graphic
Total	294	225.6		150	125.0		106	100.0		56	106.2	
Under \$5	41	14.0		15	11.5		15	13.9		11	19.7	
\$5 to \$10	115	39.1		54	41.5		47	43.5		14	25.0	
\$10 to \$15	35	12.7		25	19.2		17	16.7		15	25.8	
\$15 to \$20	30	9.9		14	10.8		10	9.2		8	8.9	
\$20 to \$25	25	8.5		8	6.2		11	10.2		6	10.7	
\$25 to \$30	6	2.5		3	2.3		2	1.8		1	1.8	
\$30 & over	25	7.8		11	8.5		6	5.6		6	10.7	

and percentage of stores having different amounts are strikingly illustrated.

(3)—THE RELATION OF FIXTURE ACCOUNTS TO RENT, SALES, AND FLOOR SPACE.

In the preceding discussion of fixture accounts, the actual amounts invested in fixtures and the relation which they bear to sales and to average stock have been considered for stores of different size and for different years.

The use of fixtures, it would seem, has a direct relationship to the amount of rent paid and to the floor space occupied. In order to measure for stores supplying the necessary data the relation of the amounts of fixture accounts to rent, to sales, and to floor space, Tables 30 and 31 have been prepared. Table 30 contains the amounts of total net sales, rent, floor

space, and investments in fixtures for 118 stores classified, first, by position within the city and, second, according to the size of the city in which they are located.

In Table 31, the amounts of fixture account per \$100 of total net sales, per \$100 of rent, and per 100 square feet of floor space, are shown in actual and graphic form for the stores included in Table 30.

The average amount invested in fixtures per \$100 of sales for the 118 stores in 1919 was \$4.20. For the 31 stores occupying corner positions, the amount was \$4.15, and for the 87 stores on inside positions, \$4.23. The average amount of sales per store for stores on corners was \$262,091, and for those not on corners, \$156,121. The corresponding amounts of sales per 100 square feet of floor space for these groups of stores were \$3,393 and \$2,791. That is, the amounts of sales per 100 square feet of floor space

TABLE 30

AMOUNTS OF TOTAL NET SALES, RENT, FLOOR SPACE, AND FIXTURE ACCOUNT FOR 118 STORES OF DIFFERENT LOCATION, 1919

Location	Number of Stores	Total Net Sales	Rent	Floor Space (sq. ft.)	Fixture Account
Total	118	\$21,707,372	\$490,603	726,115	\$912,414
Position					
On Corner	31	8,124,810	166,657	232,482	337,544
Not on Corner	87	13,582,562	323,946	486,633	574,870
City Population					
Under 40,000	66	6,355,708	117,163	282,686	221,033
40,000 & over	52	15,351,664	373,440	443,429	691,381

TABLE 31

RELATION OF FIXTURE ACCOUNT TO TOTAL NET SALES, RENT, AND FLOOR SPACE FOR
118 STORES OF DIFFERENT LOCATION, 1919

Location	Amount of Fixture Account																																				
	Per \$100 of Total Net Sales										Per \$100 of Rent										Per 100 Square Feet of Floor Space																
	Amount	Per Cent.										Amount	Per Cent.										Amount	Per Cent.													
		Actual	Graphic										Actual	Graphic										Actual	Graphic												
			0	20	40	60	80	100	120			0	20	40	60	80	100	120			0	20	40	60	80	100	120	140									
Average	\$4.90	100.0											\$106.98	100.0											\$128.66	100.0											
Position	On Corner	4.38	98.8											208.64	100.0											180.28	132.2										
	Not on Corner	4.23	100.7											177.45	86.4											110.35	84.0										
City Population	Under 40,000	3.48	82.9											103.60	101.4											70.19	69.2										
	40,000 & over	4.53	107.9											155.14	86.5											150.99	124.1										

stand in the proportion of 121.6 to 100, while the amounts of sales per store stand in the relation of 167.9 to 100. Expressed in either way, the sales of stores on corner positions were higher than of those not so situated. The amounts invested in fixtures for the stores on corners were likewise greater than for those not on corners, the average per store for the former group being \$10,889 and for the latter \$6,608. That is, for every \$100 invested in fixtures per store for those not on corners, the amount for the stores on a corner was \$164.79. Both the amounts of sales and of investments in fixtures per store for the stores on corners exceeded those for stores not so situated. For the stores on corners, however, the amounts invested in fixtures per \$100 of total net sales were somewhat less than for those on inside locations, the ratios being 98.1 to 100. That is, the advantage of corner stores as compared with those not so located, in the matter of sales, exceeds the dis-

advantage in the matter of investments in fixtures.

When the 118 stores are classified by the size of the city in which they are located, the average amount of fixture account per \$100 of total net sales for the 66 stores located in the small cities is \$3.48. For the 52 stores located in cities with population of 40,000 and over, it is \$4.53. That is, the average amount invested in fixtures per \$100 of sales is less for the stores in the large than for those in the small cities.

The average amount of sales per store for the 66 stores in the small cities is \$96,299, and for the 52 stores in the large cities, \$295,224. The corresponding amounts of sales per 100 square feet of floor space for the two groups are \$2,248 and \$3,462. That is, the sales per store for the two groups differ more widely than do the amounts of sales per 100 square feet of floor space, the respective ratios being 32.6 and 64.9. The amount invested in fixtures per store,

however, for the stores in the small cities, is \$3,349, and for the stores in the large cities, \$13,295. The amounts stand in the proportion of 25.2 to 100. The difference of stores in respect to investment in fixtures is greater for the two groups than the difference in respect either to sales per store or to sales per 100 square feet of floor space. Accordingly, stores in large cities have larger fixture accounts per \$100 of total net sales than stores in small cities. How much larger is reflected in actual and graphic form in Table 31.

Table 31 also shows the amounts invested in fixtures per \$100 of rent expenditures. For the 118 stores, the average amount so invested per \$100 of rent expenditures is \$185.98. For the 31 stores located on corners it is \$202.54, and for those with inside positions, \$177.46. That is, the average amount for stores on corners in relation to the average amount for those not so located stands in the relation of 114.1 to 100. The average amount expended for rent per \$100 of total net sales for the corner stores is \$2.05, and for those occupying inside positions, \$2.39. The average rent expenditure per 100 square feet of floor space is \$69.59 for corner stores, and for those occupying inside positions it is \$66.57. That is, rent in terms of sales is relatively lower, and per 100 square feet of floor space relatively higher, for corner stores than for those on inside positions. But the amount of rent per store, as well as the investment in fixtures per

store, is higher for the stores on corners than for those not on corners. Inasmuch as the investments in fixtures per store are relatively higher than rent per store for corner than for inside positions, the average fixture account per \$100 of expenditure for rent for corner stores exceeds that for those not so located.

The amount invested in fixtures per \$100 of rent for the 66 stores located in cities with population under 40,000 is \$188.65, and for those located in cities with population of 40,000 and over it is \$185.14. That is, the amounts are essentially identical. Other things being equal, rents are higher in large than in small cities, but rent per \$100 of total net sales decreases as stores increase in size, the rate of decrease being more rapid for stores in large than in small cities. While the average amount of sales per store for stores in the large cities is three times as great as that in the small cities, the amount of rent per \$100 of total net sales for the stores in the large cities is only one and one-third times as large as that for stores in the small cities. The amounts of both rent and fixture account per store are approximately four times as large for the stores in the large as for those in the small cities, the result being that the amount invested in fixtures per \$100 of rent is essentially constant. How uniform the amounts are is shown in actual and graphic form in Table 31.

Table 31 also shows the average amount invested in fixtures per 100

square feet of floor space for stores classified by city and street location. For the 31 stores located on corners the average amount invested in fixtures per 100 square feet of floor space is \$140.95. For those occupying inside positions it is \$118.13 or 94.0 per cent. of the average amount—\$125.66.

The average amount of floor space for corner stores is 7,725 square feet, and for those not on corners, 5,593 square feet. That is, stores with corner positions are larger in the amount of floor space occupied than those not located on corners, the ratios of the average square feet occupied for the two groups of stores being 100 to 72.4. On the other hand, the amount of fixture account per store for the two positions is in the ratio of 100 to 60.7. Inasmuch as, relatively, the amount invested in fixtures in corner stores as compared to those not on corners exceeds the ratio of the floor space of corner stores to those not on corners, the amount of fixtures per 100 square feet of floor space is higher for corner stores than for those not so located.

Table 31 also shows the amount invested in fixtures per 100 square feet of floor space for stores in cities with population under 40,000, and for stores in cities with population of 40,000 and over. The average amount for the first group is \$78.19, and for the latter group, \$155.92. That is, relatively, the fixture investment per unit of floor space for stores in the large cities is double the investment

for stores in the small cities. This is explained by the fact that, while the amount of floor space for the stores in the two groups of cities stands in the relation of 1 to 2, the investment in fixtures stands in the relation of 1 to 4. The result, when the amount invested in fixtures is expressed in terms of 100 square feet of floor space, is that the amount shown for the stores in the large cities is approximately twice that shown for the stores in the small cities. The graphic part of Table 31 shows the relation between these amounts.

(4)—RATES OF DEPRECIATION ON FIXTURES.

Table 32 shows for 162 stores the amounts of fixtures accounts and depreciation on fixtures as reported in the questionnaires. The stores are classified by size and for each class the rates of depreciation are calculated. The graphic part of the table shows the frequency of the average rates of depreciation for stores of different size, and indicates that, as the stores increase in size, the rates of depreciation also increase. The average for the 162 stores is 12.0 per cent. The lowest rate, when the stores are classified into narrow sales-groups, is 5.1 per cent., and the highest, 20.0 per cent. When the stores are classified into wide groups, as in the lower part of the table, the lowest rate is 9.4 per cent., and the highest, 12.8 per cent. Over the entire range, the amounts increase as the stores in-

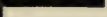
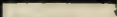
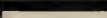
crease in size. Within the limits of the extremes, however, the group with sales of \$40,000 to \$80,000 constitutes an exception. The rate for the stores with sales under \$40,000 is 78.3 per cent., and for those with sales of \$180,000 and over, 106.7 per cent. of the average.

Table 32 includes only those stores which reported both the amounts invested in fixtures and the amounts of depreciation charged to expense. The questionnaire, however, made provision for the stores to report the prevailing rates of depreciation on

fixtures. In answer to this inquiry, 411 stores reported. Fifty-five or 13.4 per cent. showed rates under 10 per cent.; 336 or 81.7 per cent. showed rates of 10 to 20 per cent., and 20 or 4.9 per cent. showed rates of 20 per cent. and over. The 411 stores classified by size are shown according to the prevailing rates of depreciation in Table 33. From this table it may be seen that the proportion of stores having rates of depreciation under 10 per cent. decreases as the stores increase in size, while the proportion having rates between 10 and 20 per

TABLE 32

AMOUNT OF FIXTURE ACCOUNT AND AMOUNT AND RATE OF DEPRECIATION ON FIXTURES FOR STORES CLASSIFIED BY SIZE, 1919

Classified Total Net Sales (in 000's)	Stores Reporting on Fixtures				Ratio Which Rate of Depreciation for Stores of Different Size, is of the Average for All Stores	Per Cent.
	Number	Amount of Fixture Account	Amount of Depreciation on Fixtures	Rate of Depreciation (Per Cent.)		
					Per Cent. 0 30 60 90 120 150 180	
Total (Average)	162	\$874,111	\$104,480	12.0		100.0
Under \$20	1	550	28	5.1		42.5
\$20 to \$40	20	36,791	3,499	9.5		79.2
\$40 to \$60	29	49,492	5,263	10.6		88.3
\$60 to \$80	24	49,906	6,454	12.9		107.5
\$80 to \$100	16	48,277	3,864	8.0		66.7
\$100 to \$140	30	142,365	15,838	11.1		92.5
\$140 to \$180	14	75,073	9,036	12.0		100.0
\$180 to \$220	5	34,304	3,695	10.8		90.0
\$220 to \$300	8	122,216	15,543	12.7		105.8
\$300 to \$500	9	107,932	21,623	20.0		166.7
\$500 & over	6	207,205	19,637	9.5		79.2
Under \$40	21	37,341	3,527	9.4		78.3
\$40 to \$80	53	99,398	11,717	11.8		98.3
\$80 to \$180	60	265,715	28,738	10.8		90.0
\$180 & over	28	471,657	60,496	12.6		106.7

Average 12.0

cent. and 20 per cent. and over increase as the stores increase in size. To this general rule there are some exceptions for stores having rates of 20 per cent. and over. Generally speaking, however, this condition obtains over the entire range of sizes. Table 33, while based upon a larger number of stores than that in Table 32, supports, in the form of frequency

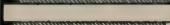
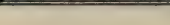
distributions, the average rates contained in Table 32.

B.—Types of Fixtures.

The preceding discussion on fixtures had to do with the amount invested in fixtures in relation to sales, average stock, rent, and floor space, as well as with rates of depreciation either

TABLE 33

NUMBER AND PER CENT. OF STORES REPORTING SPECIFIED RATES OF DEPRECIATION ON FIXTURES, CLASSIFIED BY SIZE OF STORE, 1919

Classified Total Net Sales (in 000's)	Stores Reporting Specified Rates of Depreciation on Fixtures							
	Number				Per Cent.			
	Total	Under 10%	10% to 20%	20% & over	Graphic	Actual		
					Under 10% 10% to 20% to & over	Under 10%	10% to 20%	20% & over
					0 20 40 60 80 100			
Total	411	55	336	20		13.4	81.7	4.9
Under \$40	61	18	37	6		29.5	60.7	9.8
\$40 to \$80	147	25	118	4		17.0	80.3	2.7
\$80 to \$120	134	9	120	5		6.7	89.6	3.7
\$120 & over	69	3	61	5		4.3	88.4	7.3

computed by the Bureau from data furnished by clothiers or as reported directly by them. The present discussion relates to the number of stores differing in size, period in business, and location, which have clothing and hat cabinets and furnishing goods units.

Of 548 stores which answered the question relating to clothing cabinets, 439 or 80.1 per cent. reported that they used such fixtures. Of the 540 which answered the question concerning furnishing goods units, 191 or

35.4 per cent. reported that their stores were provided with such fixtures, while of the 545 which reported concerning hat cabinets, 459 or 84.2 per cent. reported that they possessed such units. If the stores answering the questions concerning the use of these different types of cabinets are classified by the years in business as owned or partly owned by the present proprietor, it is interesting to observe that the longer the store has been owned or partly owned by the present proprietor the larger is the proportion

which have clothing cabinets.* The proportion varies from 64.3 per cent., for those which have been owned for less than 2 years, to 89.5 per cent. for those which have been owned or partly owned by the present proprietors for a period of 34 years and over. The graphic part of Table 34 shows that, as the length of life of the stores under the conditions named increases, there is a regular and gradual increase in the percentage of the stores which have these cabinets.

While the evidence is seemingly conclusive of the fact that the older the store, the larger the percentage having clothing cabinets, the condition does not obtain with the same degree of persistence for stores having furnishing goods units. Moreover, while 80.1 per cent. of the stores reporting have clothing cabinets, only 35.4 per cent. have furnishing goods units. This is the average for the stores as a whole. The proportions roughly increase as the length of time which the business has been owned or partly owned by the present proprietor increases, but the tendency is less certain and the rate not so marked. The same thing may be said concerning the stores having hat cabinets. Approximately as large a percentage of those which have been owned or partly owned by the present proprietors less than 2 years have hat

* This condition is probably due not to ownership or part ownership as such, but rather to the age of the business—a fact not precisely called for in the schedule, but roughly indicated, at least for the older stores, by the period of ownership or part ownership by the present proprietor.

cabinets as have those which have been owned for a longer period. In fact, as is shown by the graphic part of Table 34, hat cabinets are more common than furnishing goods units, not only for all stores, but also for stores of different age when measured by the years they have been owned or partly owned by their present proprietors.

In Table 35 the stores which reported both their sales and the use of clothing and hat cabinets and furnishing goods units are classified according to size. Four hundred ninety-three stores reported their sales and answered the question concerning the use of clothing cabinets. Of this number, 392 or 79.5 per cent. reported that they used, and 101 or 20.5 per cent. reported that they did not use, clothing cabinets. The proportion using clothing cabinets increases as the stores increase in size. To this general rule the stores with sales of \$180,000 and over are an exception. When the entire range of sizes is considered, however, the proportion using such fixtures increases as the stores increase in size.

Four hundred eighty-eight stores reported their sales and answered the question concerning the use of furnishing goods units. Of this number, 173 or 35.5 per cent. reported that they used, and 315 or 64.5 per cent. reported that they did not use, such fixtures. As the stores increase in size, the proportion using furnishing goods units rapidly increases from a minimum of 15.5 per cent. to a maxi-

TABLE 34

NUMBER AND PER CENT. OF STORES WITH OR WITHOUT SPECIFIED TYPE OF CABINET,
CLASSIFIED BY YEARS IN BUSINESS AS OWNED OR PARTLY OWNED BY
PRESENT PROPRIETOR, 1919

Type of Cabinet	Years in Business as Owned or Partly Owned by Present Proprietor	Stores Reporting on Cabinets										
		Number			Per Cent.							
		Total	With	Without	Graphic		Actual					
					With	Without	With	Without				
					0	20	40	60	80	100		
Clothing Cabinets	Total	548	439	109						80.1	19.9	
	Under 2	28	18	10						64.3	35.7	
	2 to 6	72	52	20						72.2	27.9	
	6 to 10	74	56	18						75.7	24.3	
	10 to 18	169	136	31						81.7	18.3	
	18 to 34	146	124	24						83.8	16.2	
	34 & over	57	51	3						89.5	10.5	
Furnishing Goods Units	Total	540	191	349						35.4	64.6	
	Under 2	28	7	21						25.0	75.0	
	2 to 6	73	28	45						38.4	61.6	
	6 to 10	71	20	51						28.2	71.8	
	10 to 18	164	58	106						35.4	64.6	
	18 to 34	149	57	92						38.3	61.7	
	34 & over	55	21	34						38.2	61.8	
Hat Cabinets	Total	545	459	86						84.2	15.8	
	Under 2	27	21	6						77.8	22.2	
	2 to 6	73	64	9						87.7	12.3	
	6 to 10	72	57	15						79.2	20.8	
	10 to 18	169	144	25						85.2	14.8	
	18 to 34	149	127	22						85.2	14.8	
	34 & over	55	46	9						83.6	16.4	

num of 57.5 per cent. of the stores. This is interesting in view of the fact that, as shown in earlier volumes of this study, the proportion of furnishings sales to sales of clothing decreases as stores increase in size. This would seem to indicate that when the larger

stores sell furnishings at all they use fixtures to display and to protect them.

Four hundred eighty-eight stores reported their sales and answered the question relating to the use of hat cabinets. Of this number, 412 or 84.4

per cent. reported that they used, and 76 or 15.6 per cent. reported that they did not use, such fixtures. As the stores increase in size there is a general tendency for the proportion of stores using hat cabinets to increase. This holds, however, only for the stores with sales less than \$180,000. Beyond this point the proportion having hat cabinets decreases. In fact, relatively fewer stores having sales of \$180,000 and over use hat cabinets than do those which have sales of \$40,000 to \$80,000.

In Table 36 the stores which reported clothing and hat cabinets, and furnishing goods units are classified by the size of the city in which they are located. Five hundred fifty-two stores reported in answer to the question as to the use of clothing cabinets. Of this number, 443 or 80.3 per cent. reported that they used, and 109 or 19.7 per cent. reported that they did not use, clothing cabinets. As the cities increase in size up to a population of 40,000, the proportion of stores using such fixtures increases.

TABLE 35

NUMBER AND PER CENT. OF STORES WITH OR WITHOUT SPECIFIED TYPE OF CABINET, CLASSIFIED BY SIZE OF STORE, 1919

Type of Cabinet	Classified Total Net Sales (in 000's)	Stores Reporting on Cabinets						
		Number			Per Cent.			
		Total	With	Without	Graphic		Actual	
					With	Without	With	Without
					0 20 40 60 80 100			
Clothing Cabinets	Total	493	392	101			79.5	20.5
	Under \$40	80	45	34			57.5	42.5
	\$40 to \$80	185	141	44			76.2	23.8
	\$80 to \$180	150	135	15			90.0	10.0
	\$180 & over	78	70	8			89.7	10.3
Furnishing Goods Units	Total	486	173	313			35.5	64.5
	Under \$40	54	13	41			15.5	84.5
	\$40 to \$80	186	62	124			33.3	66.7
	\$80 to \$180	145	56	89			38.6	61.4
	\$180 & over	73	42	31			57.5	42.5
Hat Cabinets	Total	486	412	74			84.4	15.6
	Under \$40	54	55	18			78.6	21.4
	\$40 to \$80	186	159	28			84.9	15.1
	\$80 to \$180	145	128	17			88.3	11.7
	\$180 & over	73	50	23			68.2	31.8

For the stores in cities with population of 40,000 and over, the proportion having clothing cabinets remains essentially constant at 86 to 89 per cent. The graphic part of Table 36 illustrates this fact, and further comment is unnecessary.

Five hundred forty-four stores answered the question concerning the use of furnishing goods units. Of this number, 191 or 35.1 per cent. reported that they used, and 353 or 64.9 per cent. reported that they did not use, such equipment. As the cities increase in size, there is an unmistakable tendency for the proportions using such types of equipment to increase, the percentages ranging from 26.0, for the stores located in cities with population of less than 10,000, to 58.8 for stores located in cities with population of 200,000 to 440,000.

Five hundred forty-eight stores reported concerning the use of hat cabinets. Of this number, 462 or 84.3 per cent. reported that they used, and 86 or 15.7 per cent. reported that they did not use, hat cabinets. As the cities increase in size, the proportions using such fixtures increase, the rate, however, being much less marked than that for furnishing goods units. The graphic part of the table makes this clear. It also indicates that, relatively, clothing cabinets and hat cabinets are more commonly used than furnishing goods units in all stores, as well as in those located in cities of varying size.

C.—Summary.

- (1). For a group of identical stores the amount invested in fixtures per store increased between 1914 and 1918, and between 1918 and 1919.
- (2). The average amounts invested in fixtures per \$100 of total net sales decreased between 1914 and 1918, and 1918 and 1919.
- (3). The average amounts invested in fixtures per \$100 of average stock decreased between 1914 and 1918, and between 1914 and 1919, but increased between 1918 and 1919. This condition obtains both for a varying and an identical number of stores.
- (4). The average amounts invested in fixtures per \$100 of average stock were lower in 1918 than in either 1914 or 1919 for every group of stores, when classified by size, except those with total net sales between \$40,000 and \$80,000.
- (5). The amounts invested in fixtures per \$100 of average stock increase as the stores increase in size. This condition obtains for the combined and, with minor exceptions, for the individual years.
- (6). The average amounts invested in fixtures per \$100 of total net sales are lower, while the average amounts per \$100 of

TABLE 36

NUMBER AND PER CENT. OF STORES WITH OR WITHOUT SPECIFIED TYPE OF CABINET,
CLASSIFIED BY SIZE OF CITY, 1919

Type of Cabinet	Size of City (in 000's)	Stores Reporting on Cabinets*										
		Number			Per Cent.							
		Total	With	Without	Graphic		Actual					
					With	Without	With	Without				
					0	20	40	60	80	100		
Clothing Cabinets	Total	552	443	109						80.3	19.7	
	Under 10	284	211	73						74.3	25.7	
	10 to 20	70	57	13						81.4	18.6	
	20 to 40	64	57	7						89.1	10.9	
	40 to 120	81	71	10						87.7	12.3	
	120 to 200	19	17	2						89.5	10.5	
	200 to 440	15	13	2						86.7	13.3	
	440 & over	19	17	2						89.5	10.5	
Furnishing Goods Units	Total	544	191	353						35.1	64.9	
	Under 10	281	73	208						26.0	74.0	
	10 to 20	69	26	43						37.7	62.3	
	20 to 40	63	24	39						38.1	61.9	
	40 to 120	78	38	40						48.7	51.3	
	120 to 200	22	12	10						54.5	45.5	
	200 to 440	17	10	7						58.8	41.2	
	440 & over	14	8	6						57.1	42.9	
Hat Cabinets	Total	548	462	86						84.3	15.7	
	Under 10	284	231	53						81.3	18.7	
	10 to 20	70	60	10						85.7	14.3	
	20 to 40	65	57	8						87.7	12.3	
	40 to 120	77	68	9						88.3	11.7	
	120 to 200	22	19	3						86.4	13.6	
	200 to 440	15	14	2						87.5	12.5	
	440 & over	14	13	1						92.9	7.1	

rent and per 100 square feet of floor space are higher for corner stores than for those with inside locations.

- (7). The average amounts invested in fixtures per \$100 of total net sales and per 100 square feet of floor space are lower for stores located in small cities, while the average amounts per \$100 of rent are essentially constant.
- (8). Rates of depreciation on fixtures, with minor exceptions, increase as stores increase in size. The average rate for 162 stores is 12 per cent., and the most common rates for 411 stores, 10 to 20 per cent.
- (9). The longer stores have been owned or partly owned by

their present proprietors, the larger the proportion which reported that they had clothing cabinets, hat cabinets, and furnishing goods units.

- (10). The larger the store, the more commonly clothing cabinets, hat cabinets, and furnishing goods units are used. The use of furnishing goods units, however, is only approximately one-half as common as the use of other types of fixtures.
- (11). The larger the city, the more commonly clothing cabinets, hat cabinets, and furnishing goods units are used by clothiers. The occasion for use, however, is probably not so much the size of the city as the size of the store.

IV. GENERAL AND SPECIFIED LINES OF GOODS SOLD IN CLOTHING STORES

FIVE hundred sixty-nine clothing stores reported some or all of the facts requested in the schedule used to secure the information presented in this study. By editing the schedules, by cross-checking and comparing the different questions, it has been possible to determine for the entire group of stores the more important lines of merchandise carried. Nothing in this section is said concerning the values of the goods purchased or sold. That phase of the study has been dealt with elsewhere. The discussion here relates solely to the number of stores which carry the different lines of merchandise to which specific reference was made in one or more parts of the schedule.

From the following tables, it is possible to determine the most common lines of goods which are found on the shelves of retail clothing stores. By consulting them, manufacturers may be guided in mapping out their sales campaigns, and retail clothing merchants protected against purchasing lines which are rarely or not commonly sold.

The discussion is divided into two main sections: the first having to do with general, and the second with specified lines of merchandise sold. The order of the discussion proceeds from the general to the specific.

1.—GENERAL LINES OF MERCHANDISE SOLD.

“General lines of merchandise sold” includes the more general types of goods specified in the questionnaire, such as clothing, furnishings, shoes, hats and caps, etc. “Specified lines of merchandise sold” includes such types as palm beach and similar lines, women’s wear, and men’s work clothing.

A.—Associated Lines of Merchandise Sold.

The lines of goods carried by 569 stores, without respect to size or location, are given in Table 37. This table is complicated in makeup and requires an explanation. On the left-hand side, or stub, the 13 different lines of goods sold by stores, of which special mention was made in the questionnaire, are listed in the order found in the schedule. Opposite each of these different lines there is, first, a column devoted to number and per cent. Then follows a column headed “Stores handling lines of goods,” in which, opposite each of the different lines mentioned, is the actual number of stores which sold such goods. The remaining part of the table under the general caption, “Number and per cent. of stores selling specified additional lines of goods,” is intended to reflect the additional types of mer-

chandise which were handled by each of the stores selling the lines of goods listed in the first column. An illustration will make this clear. Of the 569 stores reporting to the Bureau, 560 handled men's and young men's clothing. Of this number, 434 or 77.5 per cent. sold boys' and children's clothing. A somewhat larger number and percentage, namely, 547 or 97.7 per cent., sold men's furnish-

ings, while 145 or 25.9 per cent. sold men's fur goods, and 66 or 11.8 per cent. sold women's shoes. The illustration is taken from the first and second lines of Table 37. The remaining part of the table may be interpreted in the same way.

From this table it is possible to determine the manner in which different lines of goods are associated in the clothing stores studied by the

TABLE 37

NUMBER AND PER CENT. OF STORES HANDLING DIFFERENT LINES OF GOODS WHICH SELL SPECIFIED ADDITIONAL LINES, 1919

Lines of Goods	Number and Per Cent.	Stores Handling Lines of Goods	Number and Per Cent. of Stores Selling Specified Additional Lines of Goods											
			Men's and Young Men's Clothing	Boys' and Children's Clothing	Men's Furnishings	Boys' and Children's Furnishings	Men's and Young Men's Shoes	Boys' and Children's Shoes	Men's Hats and Caps	Boys' and Children's Hats and Caps	Work Clothing	Men's Fur Goods	Luggage	Women's Wear
Men's and Young Men's Clothing	Number	560	434	547	434	273	220	547	431	479	145	254	127	66
	Per Cent.	100.0	77.5	97.7	77.5	48.7	39.3	97.7	77.0	85.3	25.9	45.4	22.5	11.8
Boys' and Children's Clothing	Number	434	434	433	431	235	218	433	426	408	132	225	122	63
	Per Cent.	100.0	100.0	99.8	99.3	54.1	50.2	99.8	98.1	93.3	30.4	50.2	28.1	15.0
Men's Furnishings	Number	556	547	433	434	273	220	554	431	460	144	255	136	66
	Per Cent.	100.0	98.4	77.9	78.1	49.1	39.6	99.6	77.3	86.3	25.9	45.9	24.5	11.9
Boys' and Children's Furnishings	Number	435	434	431	434	234	219	435	426	405	131	220	122	65
	Per Cent.	100.0	99.8	99.1	99.8	53.8	50.3	100.0	98.8	93.1	30.1	50.6	28.0	14.9
Men's and Young Men's Shoes	Number	274	273	235	273	234	220	272	231	251	86	132	94	63
	Per Cent.	100.0	99.6	85.8	99.6	85.4	80.3	99.3	84.7	91.6	31.4	48.2	34.3	23.0
Boys' and Children's Shoes	Number	220	220	218	220	219	220	220	219	205	74	110	86	63
	Per Cent.	100.0	100.0	99.1	100.0	99.5	100.0	100.0	99.5	93.2	33.6	50.0	39.1	28.6
Men's Hats and Caps	Number	556	547	433	434	433	272	220	458	426	144	265	136	66
	Per Cent.	100.0	98.4	77.9	78.2	78.2	48.9	39.6	82.4	77.7	25.9	47.7	24.5	11.9
Boys' and Children's Hats and Caps	Number	439	431	406	431	429	219	433	426	402	131	219	121	65
	Per Cent.	100.0	98.2	92.5	99.8	99.3	53.7	100.0	98.0	93.0	30.3	50.7	28.0	15.0
Work Clothing	Number	481	478	405	480	405	251	480	462	402	142	245	125	84
	Per Cent.	100.0	99.4	84.2	99.8	84.2	52.2	100.0	96.3	83.6	29.5	50.9	26.0	17.5
Men's Fur Goods	Number	145	145	122	144	131	84	144	121	142	66	44	46	25
	Per Cent.	100.0	100.0	84.2	99.3	90.3	58.3	100.0	83.4	97.9	45.5	30.3	31.7	17.2
Luggage	Number	255	254	218	255	220	110	255	219	245	124	40	27.1	23.9
	Per Cent.	100.0	99.6	85.5	100.0	86.3	43.1	100.0	89.9	96.1	48.6	15.7	12.9	9.1
Women's Wear	Number	137	137	122	136	122	94	136	121	128	44	66	38	53
	Per Cent.	100.0	100.0	89.1	99.3	89.1	68.6	99.3	88.3	93.4	32.1	48.2	27.8	38.7
Women's Shoes	Number	66	66	65	66	65	65	66	65	64	35	33	38	38
	Per Cent.	100.0	100.0	98.5	100.0	98.5	98.5	100.0	98.5	97.0	53.0	50.0	57.6	57.6

Bureau. While it is probably unnecessary to point out more in detail the way in which the lines are associated, certain conclusions bearing on this point may be summarized as follows: First, if stores handle men's furnishings, they handle men's hats. Second, if they handle boys' clothing, they handle boys' furnishings, hats and caps. Third, if any lines additional to men's and young men's clothing and furnishings are handled, the most common practice is to include boys' and children's clothing and furnishings, work clothing, and luggage. Fourth, with men's shoes, boys' shoes are more commonly combined than women's shoes. Fifth, all stores handling boys' shoes handle men's shoes.

Other conclusions similar to the above may be drawn from an analysis of Table 37.

Of course, this table simply reflects the practices of the stores which reported to the Bureau. The analysis may or may not hold for another selection of stores, although it is believed that, with the elimination of department stores and chain stores, the manner in which different lines of goods are associated would not be particularly different if another group were used or if the sampling were extended so as to include other stores.

Table 38 is similar in makeup to Table 37. It is, however, restricted to those stores of the 569 with annual sales under \$40,000 in 1919 which are located in cities with population under 20,000. It was thought that it would

be of interest to see whether the lines of goods carried by the small stores in the small cities are particularly different from those characterizing all stores in the country as a whole. In a general way, the relationships which have been observed in Table 37 hold for the stores listed in Table 38. This is more specifically brought out in Table 39, which shows, for stores handling men's and young men's clothing, the number and per cent. which also handled other lines of merchandise. This table is a graphic representation of the first two lines of the data in Tables 37 and 38.

From Table 39 it may be observed that there is little or no difference in the percentage of stores of the two groups indicated in the table which sell men's clothing and furnishings. On the other hand, while 85.3 per cent. of all the stores sell work clothing, 95.9 per cent. of those with sales under \$40,000 and located in cities with population under 20,000, sell such merchandise. Indeed, the percentages of small stores located in the small cities which sell boys' and children's clothing and furnishings, and hats and caps, are larger than the percentages of all stores which sell the same merchandise. For the remaining lines of goods, the differences between the percentages of stores of the two types are smaller. Generally speaking, however, the small stores in the small towns which sell men's and young men's clothing more commonly sell men's and young men's shoes and

TABLE 38

NUMBER AND PER CENT. OF STORES WITH SALES UNDER \$40,000 AND LOCATED IN CITIES WITH POPULATION UNDER 20,000, HANDLING DIFFERENT LINES OF GOODS WHICH SELL SPECIFIED ADDITIONAL LINES, 1919

Lines of Goods	Number and Per Cent.	Stores Handling Lines of Goods	Number and Per Cent. of Stores Selling Specified Additional Lines of Goods											
			Men's and Young Men's Clothing	Boys' and Children's Clothing	Men's Furnishings	Boys' and Children's Furnishings	Men's and Young Men's Shoes	Boys' and Children's Shoes	Men's Hats and Caps	Boys' and Children's Hats and Caps	Work Clothing	Men's Fur Goods	Luggage	Women's Wear
Men's and Young Men's Clothing	Number	73	65	72	65	41	36	73	65	70	22	30	15	6
	Per Cent.	100.0	89.0	100.0	89.0	56.2	49.3	100.0	89.0	95.9	30.1	41.1	20.5	8.2
Boys' and Children's Clothing	Number	65	65	65	65	36	36	65	65	63	21	28	14	6
	Per Cent.	100.0	100.0	100.0	100.0	55.4	55.4	100.0	100.0	96.9	32.3	43.1	21.5	9.2
Men's Furnishings	Number	73	73	65	65	41	36	73	65	70	22	30	15	6
	Per Cent.	100.0	100.0	89.0	89.0	56.2	49.3	100.0	89.0	95.9	30.1	41.1	20.5	8.2
Boys' and Children's Furnishings	Number	65	65	65	65	36	36	65	65	63	21	28	14	6
	Per Cent.	100.0	100.0	100.0	100.0	55.4	55.4	100.0	100.0	96.9	32.3	43.1	21.5	9.2
Men's and Young Men's Shoes	Number	41	41	36	41	36	36	41	36	38	15	17	10	6
	Per Cent.	100.0	100.0	87.8	100.0	87.8	87.8	100.0	87.8	92.7	36.6	41.5	24.4	14.6
Boys' and Children's Shoes	Number	36	36	36	36	36	36	36	36	34	14	18	9	6
	Per Cent.	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	94.4	38.9	44.4	25.0	16.7
Men's Hats and Caps	Number	73	73	65	73	65	41	36	65	70	22	30	15	6
	Per Cent.	100.0	100.0	89.0	100.0	89.0	56.2	49.3	89.0	95.9	30.1	41.1	20.5	8.2
Boys' and Children's Hats and Caps	Number	65	65	65	65	36	36	65	65	63	21	28	14	6
	Per Cent.	100.0	100.0	100.0	100.0	55.4	55.4	100.0	100.0	96.9	32.3	43.1	21.5	9.2
Work Clothing	Number	22	70	63	70	62	36	34	70	63	22	20	14	6
	Per Cent.	100.0	100.0	90.0	100.0	88.6	54.3	48.6	100.0	90.0	33.4	42.9	20.0	8.6
Men's Fur Goods	Number	22	21	21	22	11	11	22	21	22		20	4	3
	Per Cent.	100.0	100.0	95.5	100.0	50.5	50.5	100.0	95.5	100.0		90.9	18.2	13.6
Luggage	Number	30	30	28	30	28	17	16	30	20	30	20	5	3
	Per Cent.	100.0	100.0	93.3	100.0	93.3	56.7	53.3	100.0	66.7	100.0	66.7	16.7	10.0
Women's Wear	Number	13	13	14	15	14	10	9	13	14	4	5		3
	Per Cent.	100.0	100.0	93.3	100.0	93.3	66.7	60.0	100.0	93.3	30.8	38.5		23.1
Women's Shoes	Number	6	6	6	6	6	6	6	6	6	3	3	5	
	Per Cent.	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	50.0	50.0	83.3	

boys' and children's shoes than do all stores.

In Table 40 the number and percentage of stores handling boys' and children's clothing which sell other specified lines of goods are shown for the entire group of stores studied by the Bureau, and for those which have sales under \$40,000 and are located in cities with population under 20,000. This table distributes graphically the

fourth lines of the data contained in Tables 37 and 38. The similarity of types of merchandise carried by the two groups of stores is strikingly uniform for all the lines of goods with the exceptions of women's wear and women's shoes. A noticeably smaller percentage of stores with sales under \$40,000 and located in cities with population under 20,000 sells these lines of goods.

TABLE 39

NUMBER AND PER CENT. OF STORES HANDLING MEN'S AND YOUNG MEN'S CLOTHING
WHICH SELL SPECIFIED LINES OF GOODS, 1919

Lines of Goods	Total - All Stores								Stores with Sales under \$40,000, Located in Cities with Population under 20,000							
	Number	Per Cent.						Number	Per Cent.							
		Actual	Graphic						Actual	Graphic						
			0	20	40	60	80	100			0	20	40	60	80	100
Men's and Young Men's Clothing	560	100.0							73	100.0						
Men's Hats and Caps	547	97.7							73	100.0						
Men's Furnishings	547	97.7							73	100.0						
Work Clothing	478	85.3							70	95.9						
Boys' and Children's Clothing	434	77.5							65	89.0						
Boys' and Children's Furnishings	434	77.5							55	89.0						
Boys' and Children's Hats and Caps	431	76.9							65	89.0						
Luggage	254	45.4							30	41.1						
Men's and Young Men's Shoes	273	48.7							41	55.2						
Boys' and Children's Shoes	220	39.3							36	49.3						
Men's Fur Goods	145	25.9							22	30.1						
Women's Wear	137	24.5							15	20.5						
Women's Shoes	58	11.8							6	8.2						

TABLE 40

NUMBER AND PER CENT. OF STORES HANDLING BOYS' AND CHILDREN'S CLOTHING
WHICH SELL SPECIFIED LINES OF GOODS, 1919

Lines of Goods	Total - All Stores							Stores with Sales under \$40,000, Located in Cities with Population under 20,000						
	Number	Per Cent.					Number	Per Cent.						
		Actual	Graphic					Actual	Graphic					
			0	20	40	60			80	100	0	20	40	60
Boys' and Children's Clothing	434	100.0						65	100.0					
Men's and Young Men's Clothing	434	100.0						65	100.0					
Men's Furnishings	433	99.8						65	100.0					
Men's Hats and Caps	433	99.8						65	100.0					
Boys' and Children's Furnishings	431	99.3						65	100.0					
Boys' and Children's Hats and Caps	426	98.1						65	100.0					
Work Clothing	405	93.3						55	95.9					
Men's and Young Men's Shoes	235	54.1						36	55.4					
Boys' and Children's Shoes	218	50.2						36	55.4					
Luggage	218	50.2						28	45.1					
Men's Fur Goods	132	30.4						21	32.3					
Women's Wear	122	26.1						14	21.5					
Women's Shoes	65	15.0						6	9.2					

Other graphic illustrations might be made of the material in Tables 37 and 38. This, however, seems unnecessary. The data may be arranged according to the wishes of the reader and in keeping with the form used in Tables 39 and 40.

B.—Distribution of Stores by Lines of Merchandise Sold.

Table 41, while similar in outline to Tables 39 and 40, is not identical in makeup, and should be interpreted differently. Table 41 shows for 501 stores classified by the size of the city in which they are located, the number and per cent. of stores which sell different specified lines of goods. To illustrate: Of the 501 stores for which data are available, 98.4 per cent. sell men's and young men's clothing. Of 372 stores, located in cities with population under 40,000, 99.5 per cent.

handle men's and young men's clothing, while of 129, located in cities with population of 40,000 and over, 95.3 per cent. sell men's and young men's clothing. Practically all the stores handle men's and young men's clothing, men's hats and caps, and men's furnishings. Only 62 per cent. of the stores in the large cities, however, handle work clothing, as contrasted with 96.2 per cent. of those located in small cities. Similar differences are encountered for each of the other lines of merchandise. The table clearly reflects the specialization of stores in the large cities.

Table 42 shows for 569 stores, classified by geographical location, the number and percentage which handle each line of merchandise.

Most of the stores in the different sections carry men's and young men's clothing, men's hats and caps, and men's furnishings. The proportion

TABLE 41

NUMBER AND PER CENT. OF STORES SELLING SPECIFIED LINES OF GOODS, CLASSIFIED BY SIZE OF CITY, 1919

Lines of Goods	Total - All Stores (501 Stores)		Stores in Cities with Population											
			Under 40,000 (372 Stores)						40,000 & over (129 Stores)					
	Number	Per Cent.	Number	Per Cent.	Number	Per Cent.	Number	Per Cent.	Number	Per Cent.	Number	Per Cent.	Number	Per Cent.
	Actual	0 20 40 60 80 100	Actual	0 20 40 60 80 100	Actual	0 20 40 60 80 100	Actual	0 20 40 60 80 100	Actual	0 20 40 60 80 100	Actual	0 20 40 60 80 100	Actual	0 20 40 60 80 100
Men's and Young Men's Clothing	485	98.4	370	99.5	123	95.3								
Men's Hats and Caps	469	97.6	371	99.7	118	91.5								
Men's Furnishings	468	97.4	370	99.5	118	91.5								
Work Clothing	450	87.4	358	96.2	80	62.0								
Boys' and Children's Clothing	382	76.2	323	86.8	59	45.7								
Boys' and Children's Furnishings	361	76.0	325	86.8	58	45.0								
Boys' and Children's Hats and Caps	378	76.4	321	86.3	57	44.2								
Luggage	243	48.5	197	53.0	46	35.7								
Men's and Young Men's Shoes	240	47.9	196	52.7	44	34.1								
Boys' and Children's Shoes	193	38.5	168	45.2	26	19.4								
Men's Fur Goods	156	31.1	119	31.7	20	15.5								
Women's Wear	158	31.3	96	25.8	28	21.7								
Women's Shoes	60	12.0	47	12.6	15	10.1								

of the stores carrying other lines, with the exception of boys' wear, is small. The specialization, on the whole, is marked for the stores in the East, in the East North Central, and in the West. For instance, of the 83 stores in the East, 28.9 per cent. handle men's and young men's shoes. In the South, 67.0 per cent. of the stores handle this type of merchandise, while in the East North Central the percentage is 34.8; in the West North Central it is 59.0; and in the West,

50.0. It is unnecessary to point out the proportions for each line of merchandise in each geographical division. These are sufficiently illustrated in the graphic part of the table.

It should be remembered that this analysis includes no department stores and only 9 stores selling furnishings without clothing. With these facts in mind the reader may interpret for himself the significance of the sample stores here classified according to the lines of merchandise carried.

TABLE 42

NUMBER AND PER CENT. OF STORES SELLING SPECIFIED LINES OF GOODS, CLASSIFIED BY GEOGRAPHICAL DIVISIONS, 1919

Lines of Goods	Total - All Stores (569 Stores)			The East (93 Stores)			The South (100 Stores)		
	Number	Per Cent.		Number	Per Cent.		Number	Per Cent.	
		Actual	Graphic		Actual	Graphic		Actual	Graphic
			0 20 40 60 80 100			0 20 40 60 80 100			0 20 40 60 80 100
Men's and Young Men's Clothing	560	98.4		82	90.8		99	99.0	
Men's Hats and Caps	556	97.7		81	96.4		99	99.0	
Men's Furnishings	556	97.7		79	95.2		100	100.0	
Wark Clothing	481	84.5		68	81.8		72	72.0	
Boys' and Children's Furnishings	455	76.4		59	71.3		67	67.0	
Boys' and Children's Clothing	434	76.3		60	72.3		68	68.0	
Boys' and Children's Hats and Caps	432	75.9		60	72.3		65	65.0	
Men's and Young Men's Shoes	274	69.2		24	28.9		67	67.0	
Luggage	255	44.0		34	43.0		42	42.0	
Boys' and Children's Shoes	220	39.7		18	21.7		49	49.0	
Men's Fur Goods	118	25.5		20	24.1		17	17.0	
Women's Wear	137	24.1		20	24.1		34	34.0	
Women's Shoes	65	11.6		10	12.0		14	14.0	
Lines of Goods	East North Central (164 Stores)			West North Central (166 Stores)			The West (56 Stores)		
	Number	Per Cent.		Number	Per Cent.		Number	Per Cent.	
		Actual	Graphic		Actual	Graphic		Actual	Graphic
			0 20 40 60 80 100			0 20 40 60 80 100			0 20 40 60 80 100
Men's and Young Men's Clothing	160	97.6		164	98.8		56	100.0	
Men's Hats and Caps	158	96.3		166	100.0		53	94.8	
Men's Furnishings	158	96.3		156	100.0		53	94.8	
Wark Clothing	140	85.4		155	93.4		46	82.1	
Boys' and Children's Furnishings	130	79.3		144	86.7		35	62.5	
Boys' and Children's Clothing	127	77.4		144	86.7		35	62.5	
Boys' and Children's Hats and Caps	130	79.3		143	86.1		34	60.7	
Men's and Young Men's Shoes	97	54.0		98	58.0		20	30.0	
Luggage	64	39.0		94	56.6		21	37.5	
Boys' and Children's Shoes	49	29.9		84	50.6		20	36.7	
Men's Fur Goods	35	21.3		66	39.8		7	12.5	
Women's Wear	32	19.5		39	23.5		12	21.4	
Women's Shoes	12	7.3		23	13.9		7	12.5	

2.—SPECIAL LINES OF MERCHANDISE SOLD.

Merchants were asked to report on certain special lines of merchandise sold. Among those mentioned in the schedule are palm beach and similar goods, women's wear, and men's work clothing. In view of the interest manifested in these lines by merchants and the recent tendency for men's clothing stores to specialize in certain lines of women's wear, it is of interest to present the material secured from merchants respecting these special lines.

A.—Palm Beach Clothing and Similar Lines.

Out of the 569 reports received from merchants, 501 contained data concerning sales of palm beach clothing and similar lines. Of the 501, 425 or 84.8 per cent. reported that they sell, and 76 or 15.2 per cent. did not report that they sell such goods. In Table 39 the stores reporting or not reporting sales of palm beach and similar lines of goods are classified by the size of the city in which they are located and by the amount of their annual total net sales. Of the 372

TABLE 43
NUMBER AND PER CENT. OF STORES REPORTING OR NOT REPORTING SALES OF PALM BEACH AND SIMILAR LINES, CLASSIFIED BY SIZE OF STORE AND SIZE OF CITY, 1919

Size of City (in 000's)	Classified Total Net Sales (in 000's)	Stores Reporting and not Reporting Sales of Palm Beach and Similar Lines										
		Number			Per Cent.							
		Total	Reporting	Not Reporting	Graphic		Actual					
					Reporting	Not Reporting	Reporting	Not Reporting				
					0	20	40	60	80	100		
Total	Total	501	425	76						84.8	15.2	
	Under \$40	84	58	26						69.0	31.0	
	\$40 to \$80	188	156	32						83.0	17.0	
	\$80 to \$180	151	143	8						94.7	5.3	
	\$180 & over	76	68	10						87.2	12.8	
Under 40	Total	372	323	49						86.8	13.2	
	Under \$40	77	57	20						74.0	26.0	
	\$40 to \$80	163	140	23						85.9	14.1	
	\$80 to \$180	109	105	4						96.3	3.7	
	\$180 & over	23	21	2						91.3	8.7	
40 and over	Total	129	102	27						79.1	20.9	
	Under \$40	7	1	6						14.3	85.7	
	\$40 to \$80	25	16	9						64.0	36.0	
	\$80 to \$180	42	36	4						80.5	9.5	
	\$180 & over	55	47	8						85.5	14.5	

stores located in cities with population under 40,000, 323 or 86.8 per cent. reported that they sell, and 49 or 13.2 per cent. did not report that they sell such clothing. Of the 129 stores in cities with population of 40,000 and over, 102 or 79.1 per cent. reported that they sell, and 27 or 20.9 per cent. did not report that they sell these goods. When the stores are classified by size, as in Table 43, the proportions which sell palm beach and similar lines of goods increase as the stores increase in size. This is conspicuously the case for stores located in cities with population of 40,000 and over,

although it also holds for the stores located in the small cities. Relatively fewer stores with sales of \$180,000 and over sell palm beach than do those with sales of \$80,000 to \$180,000. This is true for stores in both groups of cities, and constitutes an exception to the rule.

Merchants were also asked to report the percentages of their total sales which were represented by palm beach clothing and similar merchandise. The answers to this question are analyzed in Table 44.

For the 307 stores which reported concerning this fact, the most com-

TABLE 44

NUMBER AND PER CENT. OF STORES REPORTING SALES OF PALM BEACH AND SIMILAR LINES AS SPECIFIED PER CENT. OF TOTAL NET SALES, CLASSIFIED BY SIZE OF STORE AND SIZE OF CITY, 1919

Size of City (in 000's)	Classified Total Net Sales (in 000's)	Stores Reporting Sales of Palm Beach and Similar Lines as Specified Per Cent. of Total Net Sales									
		Number				Per Cent.					
		Total	Under 2%	2% to 10%	10% & over	Graphic			Actual		
						Under 2%	2% to 10%	10% & over	Under 2%	2% to 10%	10% & over
0 20 40 60 80 100											
Total	Total	307	58	144	105				18.9	46.9	34.2
	Under \$40	36	12	18	6				33.3	50.0	16.7
	\$40 to \$80	119	24	55	40				20.2	46.2	33.6
	\$80 to \$180	109	17	51	41				15.6	46.8	37.6
	\$180 & over	43	5	20	18				11.6	46.5	41.9
Under 40	Total	237	46	114	77				19.4	48.1	32.5
	Under \$40	35	12	17	6				34.3	48.6	17.1
	\$40 to \$80	112	22	50	38				20.0	45.5	34.5
	\$80 to \$180	78	12	41	25				15.4	52.6	32.0
	\$180 & over	14	-	5	8				-	42.9	57.1
40 and over	Total	70	12	30	28				17.1	42.9	40.0
	Under \$40	1	-	1	-				-	100.0	-
	\$40 to \$80	9	2	5	2				22.2	55.6	22.2
	\$80 to \$180	31	5	10	16				16.1	32.3	51.6
	\$180 & over	29	5	14	10				17.2	45.3	34.5

mon percentages which sales of palm beach represent of total sales are from 2 to 10, approximately 50 per cent. of the stores reporting such proportions. When stores are classified by size and by the size of the city in which they are located, as in Table 44, the proportions of stores having 10 per cent. and over of their sales represented by sales of palm beach clothing, increase as the stores increase in size, the proportions selling from 2 to 10 per cent. remain essentially constant, and the proportions selling under 2 per cent. decrease as the stores increase in size.

It was thought that it would be of interest to show for each of the geographical divisions, into which the country has been divided for purposes of presenting the data on retail clothing, the number and percentage of stores which reported sales of palm

beach and similar clothing. This is done in Tables 45 and 46. Table 45 shows for 569 stores the number of stores for each division which reported that they sell such merchandise. For the entire country, 81.7 per cent. reported sales of these lines. The percentage was largest for the South and smallest for the West, ranging from 90.0 as a maximum to 71.4 as a minimum. The graphic part of Table 45 shows for each district the proportion of stores reporting or not reporting sales of palm beach and similar clothing.

In Table 46, 324 stores which reported the percentage of their sales represented by sales of palm beach and similar lines of merchandise are classified by the divisions of the country in which they are located. For the country as a whole, 18.5 per cent.

TABLE 45

NUMBER AND PER CENT. OF STORES REPORTING OR NOT REPORTING SALES OF PALM BEACH AND SIMILAR LINES, CLASSIFIED BY GEOGRAPHICAL DIVISIONS, 1919

Geographical Divisions	Stores Reporting and not Reporting Sales of Palm Beach and Similar Lines						
	Number			Per Cent.			
	Total	Reporting	Not Reporting	Graphic		Actual	
				Reporting	Not Reporting	Reporting	Not Reporting
				0	20 40 60 80 100		
Total	569	465	104			81.7	18.3
The East	85	70	15			82.4	17.6
The South	100	90	10			90.0	10.0
East North Central	164	128	36			78.0	22.0
West North Central	156	137	19			88.5	11.5
The West	56	40	16			71.4	28.6

of the stores have less than 2 per cent., 45.7 per cent. have between 2 and 10 per cent., and 35.8 per cent. have 10 per cent. or more of their sales represented by this line of goods. Seventy-five per cent. of the stores in the South compared with 24 per cent. of those in the East North Central division reported that their sales of palm beach constitute 10 per cent. or more of

their total net sales. The percentages of stores in each district having different proportions of their sales represented by such goods are shown in actual and graphic form in Table 46.

B.—Women's Wear.

The answers in the questionnaire regarding the practices of stores with

TABLE 46

NUMBER AND PER CENT. OF STORES REPORTING SALES OF PALM BEACH AND SIMILAR LINES AS SPECIFIED PER CENT. OF TOTAL NET SALES, CLASSIFIED BY GEOGRAPHICAL DIVISIONS, 1919

Geographical Divisions	Stores Reporting Sales of Palm Beach and Similar Lines as Specified Per Cent. of Total Net Sales												
	Number				Per Cent.								
	Total	Under 2%	2% to 10%	10% & over	Graphic			Actual					
					Under 2%	2% to 10%	10% & over	Under 2%	2% to 10%	10% & over			
					0	20	40	60	80	100			
Total	324	60	148	116				18.5	45.7	35.8			
The East	42	12	19	11				28.6	45.2	26.2			
The South	61	8	13	40				3.3	21.3	75.4			
East North Central	84	20	44	20				23.8	52.4	23.8			
West North Central	112	19	63	30				17.0	56.2	26.8			
The West	25	7	9	9				28.0	36.0	36.0			

respect to the types of women's wear handled were not entirely satisfactory. Certain general conclusions, however, may be drawn from the data presented.

Of the 569 stores reporting to the Bureau, 150 or 26.4 per cent. reported that they sell women's wear, while 419 or 73.6 per cent. did not report such merchandise being sold. In Table 47, the 569 stores are classified by the size of the city in which they

are located, and the proportions which are reported that they sell women's wear are set out for each group of stores. Generally speaking, the larger the city, the smaller the percentage of stores which sell women's goods, the proportion ranging from 28.7 per cent. for those located in cities with population under 10,000, to 21.3 for those located in cities with population of 120,000 and over. Table 47 shows graphically and by number the con-

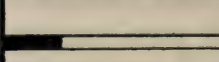
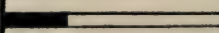
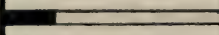
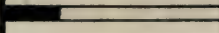
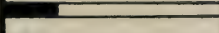
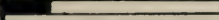
dition in this respect for the 569 stores.

In Table 48, 150 stores are distributed by the size of the city in which they are located and according to the types of women's wear which were reported as being sold. Outside of the "other lines," which include shoes, millinery, furs, dresses, waists,

handkerchiefs, etc., the most common type of women's wear handled is hosiery. Of the 150 stores reporting sales of women's wear, 60.7 per cent. sell this type of merchandise. Of the 116 stores located in cities with population under 40,000, 59.5 per cent., and of the 34 stores located in cities with population of 40,000 and over,

TABLE 47

NUMBER AND PER CENT. OF STORES REPORTING OR NOT REPORTING SALES OF WOMEN'S WEAR, CLASSIFIED BY SIZE OF CITY, 1919

Size of City (in 000's)	Stores Reporting or not Reporting Sales of Women's Wear										
	Number			Per Cent.							
	Total	Reporting	Not Reporting	Graphic		Actual					
				Reporting	Not Reporting	Reporting	Not Reporting				
				0	20	40	60	80	100		
Total (Average)	569	150	419				26.4	73.6			
Under 10	286	82	204				28.7	71.3			
10 to 20	71	17	54				23.9	76.1			
20 to 40	66	17	49				25.8	74.2			
40 to 120	85	21	64				24.7	75.3			
120 & over	61	13	48				21.3	78.7			

64.7 per cent. sell hosiery. The type of merchandise least commonly handled in all the stores is gloves, approximately 25 per cent. of the stores reporting sales of this merchandise.

In view of the relatively small number of stores which it was possible to study respecting sales of women's wear, it did not seem practicable to classify the stores by size. Moreover,

from a preliminary tabulation of the data little or no relationship was discovered between the size of the store and the type of the individual lines of women's wear sold.

C.—Men's Work Clothing.

A single table—Table 49—contains the data which could be gleaned from

TABLE 48

NUMBER AND PER CENT. OF STORES HANDLING WOMEN'S WEAR WHICH SELL SPECIFIED LINES, CLASSIFIED BY SIZE OF CITY, 1919

Lines of Women's Wear	Total - All Stores (180 Stores)		Stores in Cities with Population																		
			Under 40,000 (115 Stores)						40,000 & over (34 Stores)												
	Number	Per Cent.					Number	Per Cent.					Number	Per Cent.							
		Actual	Graphic					Actual	Graphic					Actual	Graphic						
			0	20	40	60	80		0	20	40	60	80		0	20	40	60	80		
Gloves	35	23.5						27	23.5						8	23.5					
Suits, Coats, & Raincoats	45	30.7						34	29.3						12	35.3					
Hosiery	91	60.7						69	56.5						22	64.7					
Other Lines*	104	69.3						79	58.1						25	73.5					

* "Other Lines" include shoes, millinery, furs, dresses, waists, handkerchiefs, etc.

the questionnaire which bear upon sales of work clothing. Of the 438 stores the reports of which could be used in this connection, 384 or 87.7 per cent. sell overalls, unionalls, denims, and cotton suits. A smaller percentage of the stores mention the sale of work shirts, work pants, corduroys, and khakis. Table 49 shows for each of the special lines of merchandise which could be distinguished, the number of stores, classified by the size of the city in which they are located,

which handle different specified types of work clothing. It is unfortunate that the practices of the stores with respect to sales of work clothing cannot be developed further. The detail in Table 49, however, is indicative of the merchandise of this type which is more commonly sold. Generally speaking, the larger the city in which the stores are located, the smaller are the percentages of the stores which handle the different lines named in the table.

TABLE 49

NUMBER AND PER CENT. OF STORES HANDLING WORK CLOTHING WHICH SELL SPECIFIED LINES, CLASSIFIED BY SIZE OF CITY, 1919

Lines of Work Clothing Specifically Mentioned	Total - All Stores (438 Stores)		Stores in Cities with Population																					
			Under 40,000 (180 Stores)						40,000 & over (80 Stores)															
	Number	Per Cent.					Number	Per Cent.					Number	Per Cent.										
		Actual	Graphic					Actual	Graphic					Actual	Graphic									
			0	20	40	60	80	100			0	20	40	60	80	100			0	20	40	60	80	100
Overalls, Unionalls, Denims, and Cotton Suits	384	87.7							315	86.3							68	85.0						
Work Shirts	317	72.4							263	73.5							54	67.5						
Work Pants, Corduroys, and Khakis	247	56.4							212	59.2							35	43.8						
Boots and Shoes	227	51.8							192	53.8							35	43.8						
Hats, Furnishings, Caps, Socks, Gloves, and Handkerchiefs	214	48.9							183	51.1							51	38.8						
Coats, Vests, and Sweaters	166	37.9							149	43.3							18	22.5						

V. STORE METHODS AND ACCOUNTING PRACTICES

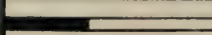
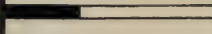
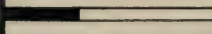
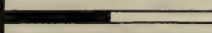
IN connection with the subject of inventories and average stock, a series of questions relating to store methods and accounting practices were included in the schedule. The following section is devoted to a discussion of these topics.

1.—INVENTORIES AND STOCK RECORDS.

Table 50 shows the number of stores which indicated or did not indicate that they keep perpetual inventories. Of the 501 stores for which data are available, 198 or 39.5 per cent.

TABLE 50

NUMBER AND PER CENT. OF STORES REPORTING OR NOT REPORTING USE OF PERPETUAL INVENTORY, CLASSIFIED BY SIZE OF STORE, 1919

Classified Total Net Sales (in 000's)	Stores Reporting or not Reporting Use of Perpetual Inventory					
	Number			Per Cent.		
	Total	Reporting	Not Reporting	Graphic		Actual
				Reporting	Not Reporting	
				0 20 40 60 80 100		
Total	501	198	303		39.5	60.5
Under \$40	84	30	54		35.7	64.3
\$40 to \$80	188	67	121		35.6	64.4
\$80 to \$180	151	62	89		41.1	58.9
\$180 & over	78	39	39		50.0	50.0

reported that they keep, while 303 or 60.5 per cent. did not report the use of such accounts. As the stores increase in size, as shown in Table 50, the proportions of stores keeping perpetual inventories increase, the percentages ranging from 35.7 for the stores with sales under \$40,000, to 50.0 for the stores with sales of \$180,000 and over.

Table 51 shows, for the 198 stores which reported that they keep per-

petual inventories, the number and percentage for which the inventories were reported as being estimated or actually determined. With the exception of the 62 stores having sales between \$80,000 and \$180,000, the proportions having estimated perpetual inventories increase as the stores increase in size, while the proportions having actual inventories decrease. For the entire group of stores, 29.8 per cent. reported their

TABLE 51

NUMBER AND PER CENT. OF STORES REPORTING METHOD OF DETERMINING PERPETUAL INVENTORY, CLASSIFIED BY SIZE OF STORE, 1919

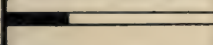
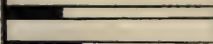
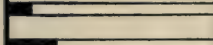
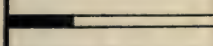
Classified Total Net Sales (in 000's)	Stores Reporting Use of Perpetual Inventory						
	Number			Per Cent.			
	Total	Estimated	Actual	Graphic		Actual	
				Estimated	Actual	Estimated	Actual
				0	20		
Total	198	59	139			29.8	70.2
Under \$40	30	8	22			26.7	73.3
\$40 to \$80	57	24	43			35.8	64.2
\$80 to \$180	62	13	49			21.0	79.0
\$180 & over	39	14	25			35.9	64.1

TABLE 52

NUMBER AND PER CENT. OF STORES KEEPING OR NOT KEEPING STOCK RECORDS BY SIZES, CLASSIFIED BY SIZE OF STORE, 1919

Classified Total Net Sales (in 000's)	Stores Reporting on Stock Records Kept by Sizes										
	Number			Per Cent.							
	Total	Keeping	Not Keeping	Graphic		Actual					
				Keeping	Not Keeping	Keeping	Not Keeping				
				0	20	40	60	80	100		
Total	453	124	339						26.8	73.2	
Under \$40	80	9	71						11.2	88.8	
\$40 to \$80	174	41	133						23.6	76.4	
\$80 to \$180	144	44	100						30.6	69.4	
\$180 & over	65	30	35						46.2	53.8	

perpetual inventories as being estimated, while 70.2 per cent. reported them as being actually determined.

Four hundred sixty-three stores answered the question in the schedule with respect to the use of stock records kept by sizes. Of this total, 124 or 26.8 per cent. reported that they keep, while 339 or 73.2 per cent. reported that they do not keep records by sizes.

As stores increase in size, the proportions which keep records by sizes increase, the percentages ranging from 11.2 for the stores with sales under \$40,000, to 46.2 for those with sales of \$180,000 and over.

In Table 53 the 124 stores which reported that they keep stock records by sizes are distributed according to size and the manner in which the stock

TABLE 53
NUMBER AND PER CENT. OF STORES KEEPING SPECIFIED TYPES OF STOCK RECORDS
BY SIZES, CLASSIFIED BY SIZE OF STORE, 1919

Classified Total Net Sales (in 000's)	Stores Keeping Stock Records by Sizes									
	Number				Per Cent.					
	Total	As Purchased only	As Sold only	As Purchased & Sold	Graphic			Actual		
					As Pur- chased only	As Sold only	As Pur- chased & Sold	As Purchased only	As Sold only	As Purchased & Sold
					0	20	40			
Total	124	26	10	88				21.0	8.1	70.9
Under \$40	9	3	2	4				33.3	22.2	44.5
\$40 to \$80	41	12	3	26				29.3	7.3	63.4
\$80 to \$180	44	5	4	35				11.4	9.1	79.5
\$180 & over	30	6	1	23				20.0	3.3	76.7

records by sizes are kept. Twenty-one per cent. keep them as purchased only; 8.1 per cent. as sold only, and 70.9 per cent. as both purchased and sold. As the stores increase in size, the proportions which keep them both when purchased and when sold increase, the percentages ranging from 44.5 per cent. for the stores having sales under \$40,000, to 76.7 per cent. for those having sales of \$180,000 and over.

In Table 54, 462 stores which re-

ported respecting their practices concerning stock records kept by prices are distributed according to size. One hundred fifty-one or 32.7 per cent. of the stores reported that their stock records are kept by prices, and 311 or 67.3 per cent. reported that their stock records are not kept by prices. As the stores increase in size, the proportions which keep stock records by prices increase, the percentage for the stores with sales under \$40,000 being 17.5, and for those with sales of \$180,-

TABLE 54

NUMBER AND PER CENT. OF STORES KEEPING OR NOT KEEPING STOCK RECORDS BY PRICES, CLASSIFIED BY SIZE OF STORE, 1919

Classified Total Net Sales (in 000's)	Stores Reporting on Stock Records Kept by Prices										
	Number			Per Cent.							
	Total	Keeping	Not Keeping	Graphic		Actual					
				Keeping	Not Keeping	Keeping	Not Keeping				
				0	20	40	60	80	100		
Total	462	151	311					32.7	67.3		
Under \$40	80	14	66					17.5	82.5		
\$40 to \$80	175	52	123					29.7	70.3		
\$80 to \$180	142	47	95					33.1	66.9		
\$180 & over	65	38	27					58.5	41.5		

000 and over, 58.5. Based upon Tables 52 and 54, it may be concluded that it is more common for stores to keep their stock records by prices than by sizes, the proportions so handling their stock records being, for the two

types of records, 32.7 per cent. and 26.8 per cent., respectively.

In Table 55, the 151 stores which reported that they keep their stock records by prices are distributed by size and according to the manner in

TABLE 55

NUMBER AND PER CENT. OF STORES KEEPING SPECIFIED TYPES OF STOCK RECORDS BY PRICES, CLASSIFIED BY SIZE OF STORE, 1919

Classified Total Net Sales (in 000's)	Stores Keeping Stock Records by Prices												
	Number				Per Cent.								
	Total	As Purchased only	As Sold only	As Purchased & Sold	Graphic			Actual					
					As Pur- chased only	As Sold only	As Pur- chased & Sold	As Purchased only	As Sold only	As Purchased & Sold			
					0	20	40	60	80	100			
Total	151	44	11	96						29.1	7.3	63.6	
Under \$40	14	5	2	7						35.7	14.3	50.0	
\$40 to \$80	52	17	3	32						32.7	5.8	61.5	
\$80 to \$180	47	10	3	34						21.3	6.4	72.3	
\$180 & over	36	12	3	23						31.6	7.9	60.5	

which such records are kept. Twenty-nine per cent. keep them as purchased only; 7.3 per cent. as sold only, and 63.6 per cent. as both purchased and sold. As the stores increase in size, the proportions of stores keeping their stock records by prices when goods are purchased and when they are sold increase. The percentage for the stores with sales under \$40,000 is 50.0,

and for those with sales of \$180,000 and over it is 60.5.

Table 56 shows in actual and graphic form the answers to the questions as to the lines of merchandise for which stock records are kept by sizes and by prices. Of the 150 stores reporting stock records for clothing, 54.0 per cent. keep them by both sizes and prices, while 22.4 per cent. of the

TABLE 56

NUMBER AND PER CENT. OF STORES KEEPING SPECIFIED KINDS OF STOCK RECORDS FOR DIFFERENT LINES OF GOODS, 1919

Lines of Goods	Stores Keeping Stock Records of Different Lines of Goods									
	Number				Per Cent.					
	Total	By Sizes only	By Prices only	By Sizes & Prices	Graphic			Actual		
					By Sizes only	By Prices only	By Sizes & Prices	By Sizes only	By Prices only	By Sizes & Prices
Clothing	150	30	39	81				20.0	26.0	54.0
Furnishings	49	4	34	11				8.2	69.4	22.4
Hats & Caps	53	6	33	14				11.3	62.3	26.4
Shoes	31	6	12	13				19.4	38.7	41.9

stores reporting stock records for furnishings keep them in this way. Similarly, 26.4 per cent. of the stores reporting stock records for hats and caps, and 41.9 per cent. of those reporting stock records for shoes, keep such records by both sizes and prices. Moreover, 20.0 per cent. of the stores keep their stock records of clothing by sizes only, while 8.2 per cent. keep their stock records of furnishings in this way.

The number of stores upon which these per cents are based should be taken into consideration in interpret-

ing the practices. While the number of stores reporting on clothing is probably sufficient for purposes of generalization, the same can hardly be said of the number reporting on shoes. Moreover, it is doubtful whether the data are adequate to reflect the current practices concerning either furnishings or hats and caps. The table is supplied, however, for what it is worth, and it is hoped that it is illustrative, if not an actual picture, of the conditions which obtain in clothing stores in this respect.

TABLE 57

NUMBER AND PER CENT. OF STORES REPORTING USE OF SALES BOOKS, CASH REGISTERS, OR BOTH, CLASSIFIED BY SIZE OF STORE, 1919

Classified Total Net Sales (in 000's)	Stores Reporting Use of Sales Books, Cash Registers, or Both									
	Number				Per Cent.					
	Total	Sales Books	Cash Registers	Both	Graphic			Actual		
					Sales Books	Cash Registers	Both	Sales Books	Cash Registers	Both
					0	20	40	60	80	100
Total	448	143	132	173				31.9	29.5	36.6
Under \$40	71	8	41	22				11.3	57.7	31.0
\$40 to \$80	159	33	64	72				19.5	37.9	42.6
\$80 to \$180	136	55	24	59				39.9	17.4	42.7
\$180 & over	70	47	3	20				67.1	4.3	28.6

2.—ACCOUNTING PRACTICES.

In Table 57 the practices of 448 stores are shown with respect to the use of sales books and cash registers. This table shows clearly that as stores increase in size sales books increase,

and cash registers decrease in use. Based upon the data available, both sales books and cash registers are more commonly used in stores having sales between \$80,000 and \$180,000, than in those having sales above or below this amount.

TABLE 58

NUMBER AND PER CENT. OF STORES WITH OR WITHOUT A SPECIALLY DEvised SYSTEM OF BOOKS, CLASSIFIED BY SIZE OF STORE, 1919

Classified Total Net Sales (in 000's)	Stores Reporting on Specially Devised System of Books								
	Number			Per Cent.					
	Total	With	Without	Graphic		Actual			
				With	Without	With	Without		
				0	20	40	60	80	100
Total	480	119	361			24.8	75.2		
Under \$40	82	11	71			13.4	86.6		
\$40 to \$80	278	38	140			21.3	78.7		
\$80 to \$180	149	41	108			27.5	72.5		
\$180 & over	71	29	42			40.8	59.2		

Table 58 shows for stores of different size the use of specially devised systems of books. The larger the store the more commonly are such systems of books used, the proportion of stores having sales under \$40,000 and using specially devised systems of books being 13.4 per cent. For those

with sales of \$180,000 and over the percentage is 40.8. Of the 480 stores which answered this question, 24.8 per cent. reported that they used, and 75.2 per cent. reported that they did not use specially devised systems of books.

In Table 59 stores are classified by the size of the cities in which they are

TABLE 59

NUMBER AND PER CENT. OF STORES WITH OR WITHOUT A SPECIALLY DEvised SYSTEM OF BOOKS, CLASSIFIED BY SIZE OF CITY, 1919

Size of City (in 000's)	Stores Reporting on Specially Devised System of Books										
	Number			Per Cent.							
	Total	With	Without	Graphic		Actual					
				With	Without	With	Without				
				0	20	40	60	80	100		
Total	524	128	396			24.4			75.6		
Under 10	268	55	213			20.5			79.5		
10 to 20	68	14	54			20.6			79.4		
20 to 40	61	19	42			31.1			68.9		
40 to 120	73	25	48			34.2			65.8		
120 & over	54	15	39			27.8			72.2		

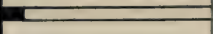
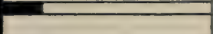
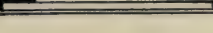
located. In this form the records of 524 stores are available. One hundred twenty-eight stores, or 24.4 per cent. of the total, reported that they used, and 39.6, or 75.6 per cent., reported that they did not use, specially devised systems of books. Generally speaking, the larger the city the more common is the use of such accounting books, the minimum proportion being 20.5 per cent. for the stores in cities with population under 10,000, and the

maximum being 34.2 for those located in cities with population of 40,000 to 120,000.

Table 60 shows for 476 stores the number which reported that they made or did not make daily records of their profits. Eighty-eight or 18.5 per cent. reported that they did, and 388 or 81.5 per cent. reported that they did not keep such records. As the stores increase in size, the tendency for daily records of profit to

TABLE 60

NUMBER AND PER CENT. OF STORES MAKING OR NOT MAKING A DAILY RECORD OF PROFITS, CLASSIFIED BY SIZE OF STORE, 1919

Classified Total Net Sales (in 000's)	Stores Reporting on Daily Record of Profits						
	Number			Per Cent.			
	Total	Daily Record	No Daily Record	Graphic		Actual	
				Daily Record	No Daily Record	Daily Record	No Daily Record
				0	20 40 60 80 100		
Total	476	88	388			18.5	81.5
Under \$40	81	9	72			11.1	88.9
\$40 to \$80	177	34	143			19.2	80.8
\$80 to \$180	147	34	113			23.1	76.9
\$180 & over	71	11	60			15.5	84.5

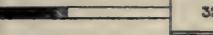
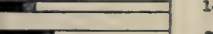
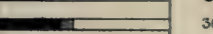
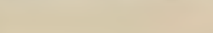
be kept is more common, although to this general rule the group of stores with sales of \$180,000 and over seems to be an exception.

Table 61 shows for 454 stores the number which reported concerning the preparation of profit and loss state-

ments. Of the total, 148 or 32.6 per cent. reported that they made such statements monthly; 7.0 per cent., semi-monthly; and 60.4 per cent., annually only. As the stores increase in size the proportion of stores having monthly profit and loss statements

TABLE 61

NUMBER AND PER CENT. OF STORES MAKING A PROFIT AND LOSS STATEMENT AT SPECIFIED INTERVALS, CLASSIFIED BY SIZE OF STORE, 1919

Classified Total Net Sales (in 000's)	Stores Making Profit and Loss Statement at Specified Intervals							
	Number				Per Cent.			
	Total	Monthly	Semi- Annually	Annually only	Graphic		Actual	
					Month- ly	Semi- Annually only	Monthly	Semi- Annually only
					0	20 40 60 80 100		
Total	454	148	32	274			32.6	7.0
Under \$40	68	10	5	53			14.7	7.4
\$40 to \$80	170	46	10	114			27.0	5.9
\$80 to \$180	144	52	12	80			36.1	8.3
\$180 & over	72	40	5	27			55.6	6.9

rapidly increases. The proportion making semi-monthly profit and loss statements is essentially constant for stores of different size, while the proportion making such statements annually only decreases as the stores increase in size. However, annual

statements are most common for stores of all sizes, with the exception of the stores having sales of \$180,000 and over. The table shows graphically the practice of different stores in this respect.

Table 62 shows for 484 stores the

TABLE 62

NUMBER AND PER CENT. OF STORES REPORTING OR NOT REPORTING AN AUDIT BY OUTSIDE ACCOUNTANTS, CLASSIFIED BY SIZE OF STORE, 1919

Classified Total Net Sales (in 000's)	Stores Reporting or not Reporting an Audit by Outside Accountants										
	Number			Per Cent.							
	Total	Reporting	Not Reporting	Graphic		Actual					
				Reporting	Not Reporting	Reporting	Not Reporting				
				0	20	40	60	80	100		
Total	484	79	405						16.3	83.7	
Under \$40	82	2	80						2.4	97.6	
\$40 to \$80	181	15	166						8.3	91.7	
\$80 to \$180	149	29	120						19.5	80.5	
\$180 & over	72	33	39						45.8	54.2	

number and percentage which reported on the question relating to audits by outside accountants. Of the 484 stores, 79 or 16.3 per cent. reported that they had audits made by outside accountants, while 405 or 83.7 per cent. did not report the use of such accounting assistance. As the

stores increase in size, the practice of having audits made by outside accountants becomes increasingly common. For the stores having sales under \$40,000, only 2.4 per cent. reported such a practice, while for those with sales of \$180,000 and over, the percentage was 45.8.

VI. CONCLUSION

IN concluding this and the other volumes of the Survey, the attention of the reader is again called to the fact that the study was not undertaken to prove or disprove particular theories, but rather to discover and to describe, as the result of an impartial analysis, the standards or norms affecting costs, merchandising practices, advertising and sales which characterize the clothing trade.

In many respects the results of this study have been more fruitful than even the greatest optimism would have seemed to justify. In its initial stage it was thought by many that its value would be restricted to the clothing trade alone in its narrowest aspects, and that its results could be given to the members of the National Association of Retail Clothiers in a brief report. With the generous response to the questionnaires, however, this thought was immediately dispelled, and it was not long until those who were the most sceptical as to its purpose and possible value came to realize that the study was unique of its kind, and that it would be of interest not only to the relatively few merchants who supplied the data, but also to the entire trade and to all who come in contact with it.

Whatever its value may be will depend upon the use to which its findings are put. "To the writing of books there is no end." The same can be said with equal propriety of the

compilation of statistics. We are surfeited with them, and yet problems go unanswered or are wrongly answered, because the statistics are unused or are used for purposes for which they were not intended and with which they have nothing in common.

"We cry aloud for facts; there is a voracious and indiscriminate appetite for figures, or rather for the nourishment they afford to argument and propaganda. Statesmen, teachers, preachers, publicists, and men in the street exemplify it. It is a dyspeptic appetite, if you please, because of the ill-assorted wares upon which it feeds. On the other hand, there is an almost equally common and more or less outspoken distrust of statistics or the widespread application of the statistical methods as a means of obtaining working knowledge." Why is this? The answer is to be found both in the types of statistics and in their application. So long as business men and others refuse to use or blindly use whatever statistical data are at hand as bases for business judgments, and ignore the most elementary principles of scientific method and application, business statistics will be in disrepute and business methods continue to be rule-of-thumb and planless.

Business data and expense- and trade-tendencies for the retail clothing trade have now been developed by

which merchandising methods and business policies may be gauged and appraised. In no other field of retail merchandising, so far as is known,

may appeal be made for guidance to as complete a body of trade experience. The challenge of use is raised: will those who may benefit accept it?

VII.—SUMMARY OF EXPENSE- AND TRADE-TENDENCIES

TWO types of conclusions have been reached from the study of "Costs, Merchandising Practices, Advertising and Sales in the Retail Distribution of Clothing": First, that which pertains to the absolute and relative amounts of sales, rent, wages and salaries, advertising, etc., for stores of different size, location, age, merchandising and accounting methods, etc.; and second, that which relates to the tendencies of the amounts to decrease, increase, or remain constant as stores increase or decrease in size or change in location and operating conditions. The first type of conclusion describes what might be called static conditions; the second relates to the dynamic aspects of the problems. The first describes the stores in cross-section, as it were; the second reveals them under conditions of change from location to location, size to size, etc.

It is one thing, for instance, to determine that the amount of advertising expense per \$100 of total net sales for stores operating under given conditions is \$2.07. It is another to find that the amounts of advertising expense, measured in terms both of sales and total operating expense, increase as stores increase in size. Similarly, it is one thing to determine that the average amount of rent for a group of stores for the years 1919, 1918, and 1914 is \$2.64 per \$100 of total net sales. It is another to determine that as stores increase in size the amounts expended for rent, while increasing per store, decrease per \$100 of total net sales.

It is unnecessary to summarize further than has been done the actual amounts and ratios secured for the multitude of topics treated in this study. By the use of the index on pages 601-622 one may easily identify the topic in which he is interested, and by consulting the pages to which reference is made determine the amounts and ratios which pertain to it. In this manner the number of stores upon which the ratios are based and the conditions under which the stores are operating may be determined. And this is important. Inasmuch as the amounts and the ratios are accurate only for the stores included, and as in some instances the stores are selected under conditions which cannot be fully described in the tables, the amounts and ratios cannot be dissociated from the experience which they represent. To increase or decrease the number of stores, to select those of other size or location, would result not only in changing the actual amounts but also the relations which they bear to other amounts. The reader has been advised to consult the text treatment and to be governed in his conclusions by the conditions there established.

So much for the first type of conclusions to which the study has led. Concerning expense- and trade-tendencies, the problem is somewhat different. In many respects the conclusion has been reached that a change in the number, location and type of stores considered would not seriously, if at all, influence the direction of change to which the ratios so distinctly point. These tendencies, while re-

vealed in the tables and charts, are determined after careful analysis. They are not, as such, parts of the tables, but are derived from them as a result of study. Wherever the number of stores is sufficient to point to these tendencies and the conclusion that they exist seems to be warranted, they have been formulated into general rules. The principles thus formulated become basic standards by which merchants may know, within a reasonable degree of accuracy, the consequences which will follow under conditions of expanding or contracting business.

From many points of view these tendencies are more important than the individual ratios or amounts which lie back of them. Merchants are constantly confronted with questions involving the expansion or contraction, change or adjustment, of their business under new conditions. These may pertain to increased expenditures for advertising, change of location, modification of merchandising methods, installation of new types of accounting forms and records, and to other problems. As to the consequences to which they will lead, merchants in the past have been in doubt. The experience developed in this study, however, within reasonable bounds, makes the consequences certain and predictable. It is no longer necessary for merchants to act on the basis of crude assumptions, or in the light of hearsay evidence—they are now in a position to know within narrow limits the results of their acts.

Too much attention cannot be given to these results of the study. After all, probably the greatest difficulty which retail distribution has had to meet has been the absence of standards—standards of cost distribution and measures of the consequences of changing business policy. Uncertainty probably will always characterize industry in some of its phases, but it need not in all. It is not claimed that the general principles of expense- and trade-tendencies which this study has developed are absolute. Neither are they held to be all-inclusive. It is, however, maintained that the more important effects of business expansion and change in merchandising policies and methods have been discovered, and that the measures established indicate roughly, if they do not define with precision, the consequences of such changes.

For the convenience of those who are interested in using the results of this study for purposes of controlling merchandising methods and of planning business changes, it has been thought worth while, briefly and without restating the limiting conditions which are established in the text proper, to summarize the more important conclusions respecting expense- and trade-tendencies to which the study has led. Merchants, however, should be on their guard against accepting blindly the standards developed and interpreting them as meeting precisely their own peculiar conditions. What is established is broad norms to which there will always be exceptions. The standards will become of most significance when they are regarded as general and when merchants compare their individual experiences with them. If they are so looked upon and discrimination is used

as to their meaning for a particular business experience or problem, then, out of the chaos which has so long characterized retail business methods there may be developed a new type of merchandising control which is determined by the elements and conditions of scientific method.

Not all of the conclusions found in the various parts of the text treatment are restated here. Only those about which there can be little, if any, doubt are taken from the context and presented as a summary.

VOLUME I

Total Net Sales

per 100 square feet of floor space

are generally larger for stores on a corner than for those not on a corner.

increase as stores increase in size.

are larger for corner stores occupying first floor only than for those occupying first and second floors.

are larger for stores contiguous to transportation facilities than for stores not so located.

are larger for stores at a transfer point on street-car line than for those not so located.

Number of Suits Sold per Store

increased between 1914 and 1918, and 1918 and 1919.

Average Price of Suits Sold

increased between 1914 and 1918, and 1918 and 1919.

increases slightly with size of store.

is lowest for each of the three years in the East North Central Division;

is highest in the West for 1919 and 1914; and in the South, for 1918.

Sales of Furnishings

per \$100 of sales of clothing

increased in men's departments between 1914 and 1918, and decreased between 1918 and 1919; in boys' departments, increased between 1914 and 1918, and 1918 and 1919.

are higher for men's departments than for boys' departments.

decrease as stores increase in size.

Charge Sales

per \$100 of total net sales

decreased between 1914 and 1918, and increased between 1918 and 1919.

increase as stores increase in size.

are highest in the South and lowest in the East.

Value of Returned Goods

per \$100 of total net sales

increased between 1914 and 1918, and decreased between 1918 and 1919.

increases as stores increase in size.

is highest for the South for the three years combined and in 1919 and 1918; highest for the East in 1914; and lowest for the West North Central for the three years separately and combined.

Average Monthly Outstanding Accounts

per \$100 of total net sales

decreased between 1914 and 1918, and 1918 and 1919.

are highest in the South for 1914 and 1919, and in the East North Central for 1918; are lowest in the West for each of the years.

Average Sales per Full-time Sales-person

increased between 1914 and 1918, and 1918 and 1919.

increase as stores increase in size.

Average Number of Full-time Sales-people per Store

increased between 1914 and 1918, and 1918 and 1919.

VOLUME II

Yearly Expenditures for Rent

per \$100 of total net sales

decreased between 1914 and 1918, and 1918 and 1919.

decrease as stores increase in size.

are higher for stores in large than for stores of the same size in small cities.

per \$100 of total expense

decreased between 1914 and 1918, and 1918 and 1919.

decrease as stores increase in size.

are highest in the East and lowest in the South.

per 100 square feet of floor space

are larger for stores in large than for stores in small cities.

differ more markedly between stores in large and small cities for stores not on corners than for corner stores.

are larger for stores occupying first floor only than for stores occupying first and additional floors.

decrease as the age of the building increases.

Yearly Expenditures for Wages and Salaries

per \$100 of total net sales

increased between 1914 and 1918, and decreased between 1918 and 1919.

increase as stores increase in size.

are higher for stores in large than for those of the same size in small cities.

per \$100 of total expense

increased slightly between 1914 and 1918, and 1918 and 1919.

are essentially constant for stores of different size.

are essentially constant for each of the geographical divisions of the country.

per \$100 of total wages and salaries, paid to

proprietors

decreased between 1914 and 1918, and 1918 and 1919.

decrease as stores increase in size.

regular salesmen

aggregate is approximately as large as that paid proprietor.

increased between 1914 and 1918, and 1918 and 1919.

tailors and bushelmen

decreased between 1914 and 1918, and remained constant between 1918 and 1919.

decrease as stores increase in size.

Method by which employees are paid

Bonus schemes

are not used by majority of stores.

are generally restricted to the larger stores.

are more common for buyers, regular salesmen, bookkeepers, and advertising men than for other classes of employees.

Straight salaries predominate.

Merchandise is most commonly sold to employees at cost. If sold at a specified per cent. above cost, the most common rate is 10 to 15 per cent. If sold at a discount, the most common rate is 20 to 30 per cent.

VOLUME III

Yearly Amounts of General Expense

per \$100 of total net sales

increased between 1914 and 1918, and decreased between 1918 and 1919.

increase as stores increase in size.

decreased more rapidly for identical stores in small cities between 1914 and 1919 than for identical stores in large cities.

are higher for stores of the same size in large than in small cities.

decrease as stores increase in size for stores in small cities, and increase as stores increase in size for those in large cities.

per \$100 of total expense

increased between 1914 and 1918, and decreased between 1918 and 1919.

are constant for stores of different size.

are practically constant for stores of different size for the country as a whole and for each geographical division.

Yearly Amounts of Individual Items of General Expense

per \$100 of total net sales

generally decreased between 1914 and 1919.

decrease as stores increase in size.

Yearly Amounts of Bushelling Expense

per \$100 of total net sales of clothing

are essentially constant for 1914 and 1918, but decreased between 1918 and 1919.

no generalization can be made relative to size of store.

are essentially uniform for stores in the different geographical divisions of the country.

Policy:

to satisfy customer and make, without charge to him, the alterations necessary to secure a "fit."

Yearly Amounts of Total Expense

per \$100 of total net sales

decreased between 1914 and 1918, and 1918 and 1919.

increase as stores increase in size.

are larger for stores in large than for stores of the same size in small cities.

are constant for stores of different size in small cities; but decrease as stores increase in size for stores in large cities.

VOLUME IV

Yearly Expenditures for Advertising

per \$100 of total net sales

decreased between 1914 and 1918, and 1918 and 1919.

decreased more rapidly for stores in small than for stores in large cities.

increase as stores increase in size.

are larger for stores in large cities than for stores of the same size in small cities.

per \$100 of total expense

decreased between 1914 and 1918, and increased between 1918 and 1919.

increase as stores increase in size.

are essentially constant for stores in the different geographical divisions of the country.

per \$100 of expenditures for rent

increased between 1914 and 1918, and 1918 and 1919.

increase as stores increase in size.

per \$100 of expenditures for wages and salaries
decreased between 1914 and 1918, and increased between 1918 and 1919.
increase as stores increase in size.

per \$100 of general expense
decreased between 1914 and 1918, and increased between 1918 and 1919.
increase as stores increase in size.

Frequency of Use of Different Methods of Advertising

Newspaper advertising is the most common method used.

The other more important methods in order of frequency are: style books, catalogs, and calendars; programs, college papers, etc.; mail advertising; moving picture advertising; billboards and electric signs.

The smaller the store the fewer are the different methods of advertising employed.

Yearly Expenditures for Newspaper Advertising

per \$100 of total net sales
decreased between 1914 and 1918, and 1918 and 1919.
increase as stores increase in size.
are larger for stores in large than for stores of the same size in small cities.

per \$100 of total advertising expense
decreased between 1914 and 1918, and increased between 1918 and 1919.
decrease as stores increase in size in small cities; increase as stores increase in size in large cities.
are larger for stores in large than for stores of the same size in small cities.

Yearly Expenditures for Advertising by Means of Billboards and Electric Signs

per \$100 of total net sales.
were constant between 1914 and 1918, and decreased between 1918 and 1919.
decrease as stores increase in size in small cities; increase as stores increase in size in large cities.
are larger on the average for stores in large, than for stores in small cities.
per \$100 of total advertising expense
increased between 1914 and 1918, and decreased between 1918 and 1919.
decrease as stores increase in size.

Yearly Expenditures for Mail Advertising

per \$100 of total net sales

decreased between 1914 and 1918, and between 1918 and 1919.

decrease generally as stores increase in size.

are generally larger for stores in small cities than for stores of the same size in large cities.

per \$100 of total advertising expense

decreased between 1914 and 1918, and 1918 and 1919.

decrease as stores increase in size.

are larger for stores in small cities than for stores of the same size in large cities.

Yearly Expenditures for Advertising by Means of Style Books, Catalogs, and Calendars

per \$100 of total net sales

decreased between 1914 and 1918, and 1918 and 1919.

decrease as stores increase in size.

are essentially uniform for stores of the same size in small and large cities.

per \$100 of total advertising expense

decreased between 1914 and 1918, and increased between 1918 and 1919.

decrease as stores increase in size.

are larger for stores in small cities than for stores of the same size in large cities.

Yearly Expenditures for Moving Picture Advertising

per \$100 of total net sales

increased between 1914 and 1918, and decreased between 1918 and 1919.

decrease as stores increase in size.

are larger for stores in large cities than for stores of the same size in small cities.

per \$100 of total advertising expense

increased between 1914 and 1918, and decreased between 1918 and 1919.

decrease as stores increase in size.

Yearly Expenditures for Advertising in Programs, College Papers, etc.

per \$100 of total net sales

decreased between 1914 and 1918, and remained constant between 1918 and 1919.

decrease as stores increase in size.

are larger for stores in large cities than for stores of the same size in small cities.

per \$100 of total advertising expense

decreased between 1914 and 1918, and increased between 1918 and 1919.

decrease as stores increase in size.

are larger on the average for stores in small cities than for stores in large cities.

Yearly Expenditures for Advertising

per \$100 of total net sales for stores classified by amounts of sales of men's furnishings per \$100 of total net sales

increase as the proportion of sales of men's furnishings to total net sales increases

per \$100 of total net sales for stores classified by amounts of sales of men's clothing per \$100 of total net sales

increase as proportion of sales of men's clothing to total net sales increases.

per \$100 of total net sales for stores classified by the number of suits of clothes sold

increase as number of suits of clothes sold per store increases.

VOLUME V

Yearly Purchases

per \$100 of total net sales

decreased between 1914 and 1918, and 1918 and 1919.

decrease as stores increase in size.

Yearly Inventories

per \$100 of total net sales

decreased between 1914 and 1918, and 1918 and 1919.

decrease as size of store increases.

are highest in the West North Central and lowest in the South.

are highest in shoe departments and lowest for departments handling men's and young men's clothing.

per \$100 of purchases

decreased between 1914 and 1918, and 1918 and 1919.

decrease as stores increase in size.

are larger for stores in small than for stores of the same size in large cities.

Purchase Discounts

decreased between 1914 and 1918, and increased between 1918 and 1919.

increase as size of store increases.

are larger for stores in large cities than for stores of the same size in small cities.

Annual Rates of Stock Turnover

increase as stores increase in size.

are higher for stores in large cities than for stores of the same size in small cities.

are highest for departments handling men's and young men's clothing.

are lowest for departments handling boys' and children's clothing.

Annual Rates of Capital Turnover

increased between 1914 and 1918, and 1918 and 1919.

increase as stores increase in size.

are slightly higher for stores in large than for stores of the same size in small cities.

are higher for stores in the South and the East North Central.

are highest in departments handling men's and young men's clothing.

are lowest in departments handling boys' and children's clothing.

Comparison of Stock and Capital Turnover Rates

Capital is turned more rapidly than stock.

Rate of increase of turns as size of store increases is faster for capital than for stock.

The larger the proportion which sales of clothing constitutes of total net sales, the more rapid the turns of both capital and stock.

Ratios of Operation:

Cost of merchandise sold per \$100 of total net sales decreases as stores increase in size.

Gross trading profit per \$100 of total net sales increases as stores increase in size.

Total expense per \$100 of total net sales increases as stores increase in size.

Net trading profit per \$100 of total net sales decreases as stores increase in size.

Net miscellaneous income per \$100 of total net sales increases as stores increase in size.

Net profit per \$100 of sales decreases as stores increase in size.

Net profit per \$100 of sales per stock turnover decreases as stores increase in size.

VOLUME VI

Length of Time of Operation of Store Under Present Proprietor:

The most common length of time stores have been owned or partly owned by their present proprietors is 10 to 18 years.

The larger the sales, the longer the period stores have been owned or partly owned by their present proprietors.

Types and Depths of Windows:

Vestibule windows are most common in store buildings of all ages.

Straight front windows are found less commonly in new than in old buildings.

Arcades are found more commonly in new than in old buildings.

The most common depth for vestibule and straight front windows is from 5 to 6 feet, and for arcade windows, from 4 to 6 feet, and 10 feet and over.

Display Window Space:

The larger the floor space, the larger the amount of display window space.

The larger the store, the larger the amount of display window space.

The amount of sales per full-time sales-person increases as the amount of display window space increases.

Store Fixtures:

Value of

per \$100 of total net sales

decreased between 1914 and 1918, and 1918 and 1919.

generally decreases as stores increase in size.

is larger on the average for stores in large than for stores in small cities.

is smaller for stores on a corner than for those not on a corner.

per \$100 of average stock

decreased between 1914 and 1918, and increased between 1918 and 1919.

increases as stores increase in size.

is larger for stores in large than for stores in small cities.

per \$100 of rent

is larger for stores on a corner than for those not on a corner.

is essentially constant for stores in large and small cities.

per 100 square feet of floor space

is larger for stores on a corner than for stores not on a corner.

is larger for stores in large cities than for stores in small cities.

Rates of depreciation

increase as stores increase in size.

Types—clothing and hat cabinets and furnishing goods units:

The older the store, the more common the use of these fixtures.

The larger the store, the more common the use of these fixtures.

All are used more commonly in stores in large than in small cities.

Clothing and hat cabinets are used more commonly than furnishing goods units.

Lines of Goods Sold:

If stores handle men's furnishings, they also handle men's hats.

If stores sell boys' clothing, they sell also boys' furnishings, hats and caps.

If any lines additional to men's clothing, furnishings, and hats and caps are sold, boys' clothing, furnishings, boys' hats and caps, work clothing, and luggage are sold.

Work clothing is more commonly carried by stores in small than in large cities.

The proportion of stores handling palm beach and similar lines increases as stores increase in size.

The proportion of stores selling palm beach and similar lines is highest for the South and lowest for the West.

The larger the city, the smaller the proportion of stores selling women's wear.

Hosiery is sold by clothing stores more commonly than other lines of women's wear.

Store Methods and Accounting Practices

Perpetual inventories are kept more commonly by large than by small stores.

The larger the store, the larger the proportion of stores which keep stock records.

Stock records are kept by sizes more commonly than by prices.

The use of sales books increases as stores increase in size.

The use of cash registers decreases as stores increase in size.

Most small stores make profit and loss statements annually only.

The larger the store, the higher the proportion making profit and loss statements monthly.

The larger the store, the larger the proportion having audits made by outside accountants.

VIII QUESTIONNAIRE

CONFIDENTIAL

NO¹ 6930

The Survey

RETAIL COSTS OF DISTRIBUTING CLOTHING.

National Association of Retail Clothiers,
406-410, 223 W. Jackson Blvd.,
Chicago, Illinois.

The Bureau of Business Research,
Northwestern University School of Commerce,
31 West Lake St., Chicago, Illinois.

Mr. Loyal Member National Association of
Retail Clothiers.

THE SURVEY BEGUN AT LAST. The National Association of Retail Clothiers, in co-operation with the Bureau of Business Research, Northwestern University School of Commerce, has begun the Survey for which all members of the Association have been waiting so long. The questions on merchandising, advertising, rents, wages and a host of other problems which you have been asking will be answered on the basis of the facts which you supply.

YOUR FACTS ARE NOT REVEALED. Every detail of information furnished will be treated as confidential and combined with similar facts from other stores. Neither names nor addresses appear on the schedule, and it is absolutely impossible for any one, excepting the Director of the Survey, to identify your return or any part of it. A code number for your store is used, and all means of identifying it will be destroyed as soon as your complete report is in.

YOUR PART IN THE SURVEY. It is your responsibility to supply the facts; it is the obligation of the Director to analyze them and to give them back to you as bases for answering your questions and solving your problems. An opportunity has come to the trade and it must not be slighted. The absolutely impartial and scientifically organized Bureau of Business Research, Northwestern University School of Commerce, has been secured to analyze the facts submitted. One hundred per cent. co-operation on your part is solicited and expected. Give your trade a chance to see itself in a big way and your own establishment an opportunity to be represented in the picture. Let the slogan for **THE SURVEY** be **DO IT WELL AND DO IT NOW.**

HOW TO ANSWER THE SCHEDULE.

1. Take seriously the job of answering the schedule. Read it through carefully before answering any part of it. Base your answers, when necessary, on your books. Accuracy is necessary. The value of the Survey depends on **YOUR** response to this schedule.
2. Assign some one to answer the questions who will give them the attention that they deserve and require. Make your answers definite and complete. It is not absolutely necessary but is highly desirable to have an outside auditor prepare the report on this schedule.
3. Answer all of the questions and fill in all of the amounts, which in any way apply to your store. Let your report be a faithful representation of your business.
4. Each page of the schedule is shown in duplicate. Fill out each page in duplicate; detach the white or "original" sheets and retain for your own record the yellow or "duplicate" ones. MAIL each of the "originals" as soon as it is completed to **THE SURVEY**, National Association of Retail Clothiers, 406-410 Brooks Building, 223 W. Jackson Boulevard, Chicago, Illinois.

DO NOT KEEP THE VARIOUS SHEETS UNTIL YOU HAVE COMPLETED THE ENTIRE REPORT. MAIL THE SHEETS AS RAPIDLY AS THEY ARE FINISHED.

THE SURVEY,
NATIONAL ASSOCIATION OF RETAIL CLOTHIERS,
406-410, 223 W. Jackson Blvd.,
Chicago, Illinois.

(Do NOT INCLUDE in this schedule facts for more than one store. If you have separate stores, the facts for them should be put on separate sheets. Supplies of these will be sent directly to you or to your other stores as you wish.

If you have not already done so, kindly furnish us the names and addresses of these stores and indicate whether you desire that schedules be sent directly to them, individually or to you for distribution.

A separate store is understood to mean a business, the accounts of which are kept separately and which is run as an independently operating unit. If your stores are located in different parts of the city or in different cities and the accounts of the same are kept under a centralized system, please separate the same so as to show the stores as individual operating units.)

Does this report apply to but one store as defined above? _____
Yes or No

I. GENERAL

1. Types of Business.

- (1) Do you handle clothing exclusively? _____ Yes or No (2) Clothing and Furnishings? _____ Yes or No
(3) Furnishings exclusively? _____ Yes or No (4) Clothing, Furnishings and Shoes? _____ Yes or No
(5) Furnishings and Shoes? _____ Yes or No (6) Hats exclusively? _____ Yes or No (7) General Merchandise? _____ Yes or No
(8) Do you operate as a department store? _____ Yes or No

2. Location.

- (1) What is the present population of your city or town? _____ Number (2) What is the present population within your trading radius? _____ Estimated Number (3) Is your store on a corner? _____ Yes or No
(4) On a street car line? _____ Yes or No (5) At a transfer point on car lines? _____ Yes or No
(6) On an interurban line? _____ Yes or No (7) At a transfer point on an interurban line? _____ Yes or No

3. Description of Building and Space Occupied.

- (1) Brick? _____ (2) Stone? _____ (3) Frame? _____ (4) Cement _____
Yes or No Yes or No Yes or No Yes or No
- (5) Combination? _____ (6) Fireproof? _____ (7) Age _____
Yes or No Yes or No Year Constructed

(8) Floor space occupied:

	Length	Width	Height	Total Linear Feet of Display Window Space
A. First floor	_____	_____	_____	_____
	Feet	Feet	Feet	Feet
B. Second floor	_____	_____	_____	_____
C. Third floor	_____	_____	_____	_____
D. Fourth floor	_____	_____	_____	_____
E. Basement floor	_____	_____	_____	_____

Other floors:
(List Separately)

F. _____

- (9) What style of windows do you have: Arcade (indented with island in center)? _____
Yes or No

Vestibule (without island)? _____; Straight front (old-fashioned)? _____
Yes or No Yes or No

- (10) How deep are your windows from glass to back of window? _____ (11) How far into the
Feet
 store does your entrance extend? _____ (12) What changes in the style of your windows
Feet
 would you make if you were to remodel them? _____

- (13) Do you use double deck windows? _____ (14) Have you found the use of them profitable?
Yes or No

_____ (15) Is your store equipped with clothing cabinets? _____ (16) Hat
Yes or No Yes or No
 cabinets? _____ (17) Furnishing goods units? _____
Yes or No Yes or No

4. Period in Business.

- (1) How long have you conducted a clothing business as owner or part owner? _____
Years Months

- (2) How long have you had a clothing business in this city? _____ (3) How long in
Years Months
 this building? _____ (4) Have you any branch stores? _____ (5) How many?
Years Months Yes or No

 Number

5. Nature of Business.

(1) Nature and Amount of Sales.

Report below in dollars, under the different headings provided, your total NET sales for each of the years specified. Net sales are understood to mean sales actually made, and not to include the sale value of goods returned by customers unless charges are made for the same. In such case, the amount of charge should be included in sales and credited to the department or goods involved.

If the amounts of sales which you indicate do not cover the entire years, make plain for each year the period which they do cover, as for instance January to October, 1918.

Types of Goods Sold	Calendar Year or Fiscal Year _____ Write which		
	Date Fiscal Year Ends _____ Date		
	1914	1918	1919
A. Men's and Young Men's Clothing	\$ _____	\$ _____	\$ _____
B. Boys' and Children's Clothing	_____	_____	_____
C. Men's Furnishings	_____	_____	_____
D. Boys' and Children's Furnishings	_____	_____	_____
E. Men's and Young Men's Shoes	_____	_____	_____
F. Boys' and Children's Shoes	_____	_____	_____
G. Men's Hats and Caps	_____	_____	_____
H. Boys' and Children's Hats and Caps	_____	_____	_____
I. Work Clothing	_____	_____	_____
J. Men's Fur Goods	_____	_____	_____
K. Luggage	_____	_____	_____
L. Women's Wear	_____	_____	_____
M. Women's Shoes	_____	_____	_____
Others (List Separately)	_____	_____	_____
N. _____	_____	_____	_____
O. _____	_____	_____	_____
P. _____	_____	_____	_____
Total	\$ _____	\$ _____	\$ _____

Q. What was the total sales value of goods returned by customers in 1914? \$ _____; in 1918? \$ _____; in 1919? \$ _____

(A) If you carry work clothing, indicate the types carried. _____

(B) What types of women's wear do you handle? _____

(C) Which of these do you find most profitable? _____

(D) What per cent of your sales of men's and young men's clothing in 1919 was represented by Palm Beach, silk, mohair, linen, crash and other strictly summer fabrics? _____

Approximate per cent.

(2) Sales Methods and Conditions.

A. What were the total amounts of your charge sales for the years..... 1914? \$_____ ; 1918? \$_____ ; 1919? \$_____

B. Monthly average amount of outstanding accounts for..... 1914? \$_____ ; 1918? \$_____ ; 1919? \$_____

(To arrive at this figure, add your outstanding accounts at the first of each month and divide by 12.)

C. How many suits of clothing did you sell during 1914, 1918 and 1919, the retail price of which was represented by the amounts below:

Prices of Suits	Number of Suits Sold in		
	1914	1918	1919
(A) Under \$20			
(B) \$20 but less than \$30			
(C) \$30 but less than \$40			
(D) \$40 but less than \$50			
(E) \$50 but less than \$60			
(F) \$60 but less than \$80			
(G) \$80 and over			

(H) Do these sales refer to the calendar or fiscal year? _____

Write which

(3) Amounts of Purchases at Wholesale, 1914, 1918 and 1919.

Report below in dollars under the different headings provided, your total purchases of merchandise for each of the years specified. Purchases include merchandise received less that returned to manufacturers.

Types of Goods Purchased	Calendar or Fiscal Year		
	Write which		
	1914	1918	1919
A. Men's and Young Men's Clothing.....	\$.....	\$.....	\$.....
B. Boys' and Children's Clothing.....			
C. Men's Furnishings.....			
D. Boys' and Children's Furnishings.....			
E. Men's and Young Men's Shoes.....			
F. Boys' and Children's Shoes.....			
G. Men's Hats and Caps.....			
H. Boys' and Children's Hats and Caps.....			
I. Work Clothing.....			
J. Men's Fur Goods.....			
K. Luggage.....			
L. Women's Wear.....			
M. Women's Shoes.....			
Others (List Separately)			
N.			
O.			
P.			
Total.....	\$.....	\$.....	\$.....

Q. What was the total amount of your cash discounts in 1914? \$.....; in 1918? \$.....; in 1919? \$.....

6. Amount of Inventory and Average Stock.

(1) How did you inventory your stock in 1919:

A. At cost? B. At depreciated value? C. At appreciated value?
Yes or No Yes or No Yes or No(2) If you inventory at cost, do you deduct all discounts to arrive at net cash value?
Yes or No(3) Do you add freight and other charges paid?
Yes or No(4) At what time of the year did you take your inventory in 1914? ; in 1918?
Month Month
; in 1919? Month(5) Do you keep a perpetual inventory? (6) Is it estimated or actual?
Yes or No Write which(7) What were the amounts of your fixture account on Dec. 31, 1914? \$; Dec. 31, 1918? \$; Dec. 31, 1919? \$. (8) What was the amount of your delivery equipment account on Dec. 31, 1914? \$; Dec. 31, 1918? \$; Dec. 31, 1919? \$.

(9) Report below in dollars, your inventory and average stock of goods according to the headings and the years provided.

Types of Goods	Amount of Inventory at the close of the calendar or fiscal year			Average stock carried throughout the year.		
	Write which			(To secure these amounts add your stock on hand at the end of each month and divide by 12.)		
	1914	1918	1919	1914	1918	1919
A. Men's and Young Men's Clothing.....	\$	\$	\$	\$	\$	\$
B. Boys' and Children's Clothing.....						
C. Men's Furnishings.....						
D. Boys' and Children's Furnishings.....						
E. Men's and Young Men's Shoes.....						
F. Boys' and Children's Shoes.....						
G. Men's Hats and Caps.....						
H. Boys' and Children's Hats and Caps...						
I. Work Clothing.....						
J. Men's Fur Goods.....						
K. Luggage.....						
L. Women's Wear.....						
M. Women's Shoes.....						
Others (List Separately)						
N.						
O.						
P.						
Total.....						

(10) Do you keep stock records? (11) If you do, do you enter goods on them by sizes as purchased? ; as sold?
Yes or No Yes or No Yes or No(12) By prices as purchased? ; as sold?
Yes or No Yes or No Yes or No(13) On what lines of merchandise by sizes, when purchased? ; when sold? (14) On what lines of merchandise by prices, when purchased? ; when sold? (15) Do your clerks use sales books? ; cash registers?
Yes or No Yes or No

7. Books and Methods of Accounts.

- (1) Enumerate the different books of account which you keep: _____

- (2) Do you use any especially devised SYSTEM of books? _____ Whose? _____
Yes or No
- (3) Do you make up daily records of your profits? _____
Yes or No
- (4) Do you draw off a monthly Profit and Loss Statement? _____ (5) If not, how frequently?
Yes or No
- (6) Do you have your books audited by outside accountants? _____ (7) How often? _____
Yes or No
- (8) Do you charge merchandise, taken for your personal use, to store expense or to your own personal
account? _____ (9) Is the amount taken out of your profits at the end of the year? _____
Write which Yes or No
- (10) Do you consider it a part of your salary? _____
Yes or No
- (11) What per cent. per annum of depreciation do you apply to fixtures? _____
Per cent.

8. Labor Force.

- (1) How many full-time sales people did you have on your payroll nearest to the 15th of each month in 1914, 1918 and 1919? (Reduce your part-time sales force to a full-time basis and add them to your regular force.)

Months	1914		1918		1919	
	Men	Women	Men	Women	Men	Women
A. January.....						
B. February.....						
C. March.....						
D. April.....						
E. May.....						
F. June.....						
G. July.....						
H. August.....						
I. September.....						
J. October.....						
K. November.....						
L. December.....						

ORIGINAL.

(2) What was the maximum and minimum number of your full-time employees during 1914, 1918 and 1919.

Employees	1914		1918		1919	
	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum
A. Buyers.....						
B. Floor Walkers.....						
C. Regular Salesmen.....						
D. Extra Salesmen.....						
E. Bookkeepers.....						
F. Cashiers.....						
G. Wrapping Clerks.....						
H. Window Trimmers.....						
I. Advertising Men.....						
J. Tailors and Bushelmen.....						
K. Receiving and Delivery Clerks.....						
Others (List Separately)						
L.						
M.						

(3) How do you pay your employees? Check thus (✓) the methods used. If more than one method is used for the same group, indicate this by checking or writing in all the methods which apply.

Employees	Straight Salary	Salary and Commission	Straight Commission	Bonus	Others (Write In)		
A. Buyers.....							
B. Floor Walkers.....							
C. Regular Salesmen.....							
D. Extra Salesmen.....							
E. Bookkeepers.....							
F. Cashiers.....							
G. Wrapping Clerks.....							
H. Window Trimmers.....							
I. Advertising Men.....							
J. Tailors and Bushelmen.....							
K. Receiving and Delivery Clerks.....							
Others (List Separately)							
L.							
M.							

(A) If you use other methods of payment than straight salaries, explain them. Use other side of this sheet.

(B) Do you use P. M.'s? _____ (C) If straight commissions are paid your salesmen, what per cent.

do you pay on sales of clothing? Yes or No _____ (D) On furnishings? Per cent _____ (E) On hats and caps? Per cent _____

(F) On shoes? Per cent _____ (G) Do you sell merchandise to your employees at cost? Per cent _____

(H) If not, on what basis? Explain in detail _____

II. EXPENSES.

A. What were the amounts of your total expenses in 1914? \$ _____; in 1918? \$ _____; in 1919? \$ _____.

On this and the following pages, you are asked to distribute your expenses for 1914, 1918 and 1919, according to the items of rent, salaries and wages, advertising, etc. Be careful, under each heading, to supply the actual facts and follow as nearly as possible the classified items of expense. If you conduct a department or a general merchandise store, list only those expenses incurred, under the different headings of this section, such as rent, salaries, etc., which are properly chargeable to your clothing sections. If you cannot follow this instruction in detail in making up your report, indicate the fact that the figures are estimates and furnish on a separate sheet the precise method used in making the estimates.

1. Rent.

(1) Did you own or did you rent the building in which you did business in 1914? _____; in 1918 _____; in 1919? _____.
Write whichWrite which

(2) How much rent did you pay for space occupied by your store during 1914? \$ _____; 1918? \$ _____; 1919? \$ _____.

A. (If you did not occupy this building during the whole year, indicate for each year the period which the rent covered, and give the amount which you paid in rent for other quarters in 1914? \$ _____; in 1918? \$ _____; in 1919? \$ _____).

(3) If you paid rent in 1914, 1918 and 1919 for the premises occupied, did it include payment for

	1914	1918	1919
A. Light.....			
	Yes or No	Yes or No	Yes or No
B. Water.....			
C. Heat.....			
D. Power.....			
E. Janitor Service.....			
Others (List Separately)			
F.			
G.			
H.			
(4) Estimated value of these services.....	\$ 1914	\$ 1918	\$ 1919

1. Rent—Continued.

- (5) If you owned the building in which you did business in 1914, 1918 and 1919, what were the yearly amounts for which the space occupied by you would have rented in 1914? \$ _____; in 1918? \$ _____; in 1919? \$ _____. (6) Did you charge these amounts on your books in 1914? Yes or No _____; in 1918? Yes or No _____; in 1919? Yes or No _____.
(7) Did you rent storage or other space, in connection with your business, outside of your store in 1914? Yes or No _____; in 1918? Yes or No _____; in 1919? Yes or No _____. (8) What was the amount of rent paid for the same in 1914? \$ _____; in 1918? \$ _____; in 1919? \$ _____. (9) If you owned such separate storage space, what were the amounts for which it would have rented in 1914? \$ _____; in 1918? \$ _____; in 1919? \$ _____. (10) Was there any department of your store which you rented out in 1914? Yes or No _____; in 1918? Yes or No _____; in 1919? Yes or No _____.
A. What department? 1914 _____ Under what conditions? _____
What department? 1918 _____ Under what conditions? _____
What department? 1919 _____ Under what conditions? _____
B. What were the amounts received from this source in 1914? \$ _____; in 1918? \$ _____; in 1919? \$ _____.

2. Salaries and Wages.

- (1) How much in salaries and wages did you pay for personal service in 1914, 1918 and 1919? (Fill in the totals below for your different employees and include all salaries, wages, commissions, bonuses, P. M.'s, etc.)

Types of Employees and Others Receiving Salaries	Calendar or Fiscal Year _____		
	Write which		
	1914	1918	1919
A. Proprietors' Salaries.....	\$ _____	\$ _____	\$ _____
B. Employees' Salaries:			
(A) Buyers.....	_____	_____	_____
(B) Floor Walkers.....	_____	_____	_____
(C) Salesmen (Regular).....	_____	_____	_____
(D) Salesmen (Extra).....	_____	_____	_____
(E) Bookkeepers.....	_____	_____	_____
(F) Cashiers.....	_____	_____	_____
(G) Wrapping Clerks.....	_____	_____	_____
(H) Window Trimmers.....	_____	_____	_____
(I) Advertising Men.....	_____	_____	_____
(J) Delivery and Receiving Clerks.....	_____	_____	_____
(K) Tailors and Bushelmen.....	_____	_____	_____
Others (List Separately)	_____	_____	_____
(L).....	_____	_____	_____
(M).....	_____	_____	_____
C. Others, not active in the business:			
(A) Resident Buyer in Market City.....	_____	_____	_____
(B) Silent Partners.....	_____	_____	_____
Total all salaries and wages.....	\$ _____	\$ _____	\$ _____

2. Salaries and Wages—Continued.

(2) What were your total salary and wage payments (including commissions, bonuses, P. M.'s, etc.) in 1914, 1918 and 1919 for your various departments? (In the case of general merchandise and department stores, be careful to include salaries and wages for only those departments listed below.)

Departments	Total Salaries		
	Calendar or Fiscal Year.		
	Write which		
	1914	1918	1919
A. Men's and Young Men's Clothing	\$	\$	\$
B. Boys' and Children's Clothing			
C. Men's Furnishings			
D. Boys' and Children's Furnishings			
E. Men's and Young Men's Shoes			
F. Boys' and Children's Shoes			
G. Men's Hats and Caps			
H. Boys' and Children's Hats and Caps			
I. Work Clothing			
J. Men's Fur Goods			
K. Luggage			
L. Women's Wear			
M. Women's Shoes			
Others (List Separately)			
N.			
O.			
P.			
Total	\$	\$	\$

3. Advertising.

(1) Methods—General.

- A. Do you advertise in surrounding country and nearby towns by means of billboards, etc.? Yes or No
- B. In what ways? _____
- C. Did you charge to advertising in 1914, 1918 and 1919 any church donations, club dues, lodge dues, commercial club dues? Yes or No How much as a total in 1914? \$ _____; in 1918? \$ _____; in 1919? \$ _____. (Underline the types of expenditures which you so charged and insert the year.)
- D. Did you charge to advertising in 1914, 1918 and 1919 any other personal expenses? Yes or No E. How much in 1914? \$ _____; in 1918? \$ _____; in 1919? \$ _____. F. Did any manufacturer or wholesaler pay a part of your local advertising in 1914? Yes or No; in 1918? Yes or No; in 1919? Yes or No G. If so, are you including these amounts in your expenditures for advertising immediately below? Yes or No
- H. What were the amounts in 1914? \$ _____; in 1918? \$ _____; in 1919? \$ _____

2. Advertising—Expenditures for.

Report the amounts which you spent for advertising in 1914, 1918 and 1919 as nearly as possible according to the items as listed below. If you include any other expenditures than those listed, write in the purpose opposite the corresponding amount. (In case of general merchandise and department stores, include advertising expenses for only those departments which have to do with clothing and furnishings, etc., as given on p. 12.)

Advertising Expenses	Total Advertising Expenses		
	Calendar or Fiscal Year		
	Write which		
	1914	1918	1919
(1) Rent of billboards, cost of posting, rent of posters, cost of current for electric signs.....	\$	\$	\$
(2) Window cards.....			
(3) Newspapers.....			
(4) Moving pictures, films and slides, including original cost, rental, amount paid for display.....			
(5) Street car cards, including cost of cards and rentals of space.....			
(6) Advertising in programs, college papers, fraternity papers, lodge papers.....			
(7) Fees to advertising agencies.....			
(8) Advertising novelties as clothing brushes, mirrors, coat hangers, shoe horns, premiums, etc.....			
(9) Trading stamps.....			
(10) Cost of style books, catalogs, calendars.....			
(11) Mail advertising:			
A. Stamps.....			
B. Printing, stationery.....			
(12) Cut service.....			
(13) Clipping service.....			
Others (List Separately).....			
(14)			
(15)			
Total.....	\$	\$	\$

4. General Expenses.

Report the amounts which you expended for general expenses as nearly as possible according to the items listed below. If you include any expenditures under these headings which are not enumerated, please specify the purpose opposite the corresponding amount.

Expenses	Calendar or Fiscal Year.		
	Write which		
	1914	1915	1916
(1) Light, heat and water.....	\$.....	\$.....	\$.....
(2) Communication: (Telegrams, telephones, including tolls, messenger services).....			
(3) Cartage and drayage..... (Do you charge these to expense or add them to the cost of merchandise?)			
Write which			
(4) Traveling expenses.....			
(5) Delivery..... (Rent for garage, stable, horse feed, gaso- line, tires, depreciation, repairs.)			
(6) Office supplies.....			
(7) Interest on borrowed money.....			
(8) Bad debts written off.....			
(9) Rent on cash carriers.....			
(10) Depreciation on merchandise.....			
(11) Depreciation on fixtures.....			
(12) Depreciation on building (if owned).....			
(13) Wrappings and containers.....			
(14) Allowances to fulfill guaranty on goods sold.....			
(15) Elevator expenses (not including wages of operators).....			
(16) Taxes: (State and local taxes paid on business, including real estate occupied by your store).....			
(17) Freight, express and parcel post..... (Do you charge these to expense or to cost of merchandise?.....)			
Write which			
(18) Legal fees.....			
(19) Insurance..... (Burglary, tornado, plate glass, hold-up, workmen's compensation, casualty.)			
(20) Membership dues in local commercial as- sociations, national associations, clubs, lodges, etc.....			
(21) Subscriptions to local credit bureau.....			
(22) Subscriptions to trade papers.....			
(23) Contributions to charity.....			
(24) Contributions to community festivals, "dress up" occasions, fairs.....			
(25) Losses..... (Bad checks, shortages in cash drawer.)			
(26) Merchandise lost in transit, claims not allowed and uncollected..... Others (List Separately)			
(27)			
(28)			
Total.....	\$.....	\$.....	\$.....

5. Bushelling Expenses.

(1) What were your total expenses in 1914, 1918 and 1919 for:	Calendar or Fiscal Year		
	Write which		
	1914	1918	1919
A. Tailors' wages, commissions, etc.	\$	\$	\$
B. Materials.....			
C. Supplies.....			
D. Light, heat and power (if not included elsewhere).....			
E. Rent (if not included elsewhere).....			
Others (List Separately)			
F.			
G.			
H.			
Total	\$	\$	\$

(2) Do you charge customers for alterations in men's and boys' clothing? _____ (3) Basic rate? \$ _____ (4) Have you any distinct policy respecting the kind of alteration allowed? _____ (5) Explain it _____

Yes or No

III. FEDERAL TAXES

What was the amount of your Federal Taxes in 1914? \$ _____; in 1918? \$ _____; in 1919? \$ _____.

IV. CAPITAL EXPENDITURES

A capital expenditure is any expenditure made for improvement on property, which has more than current life, and which is in the nature of an addition to capital investment. Such expenditure includes purchases of delivery equipment, permanent repairs to buildings, such as a new front, and office equipment, such as desks, chairs, etc.

1. What was the amount of your capital expenditure in 1914, 1918 and 1919 for:

Object of Expenditure	Calendar or Fiscal Year		
	Write which		
	1914	1918	1919
(1) Display and lighting fixtures.....	\$	\$	\$
(2) Office equipment.....			
(3) Delivery equipment.....			
(4) Advertising equipment.....			
(5) Permanent repairs.....			
Others (List Separately)			
(6)			
(7)			
Total	\$	\$	\$

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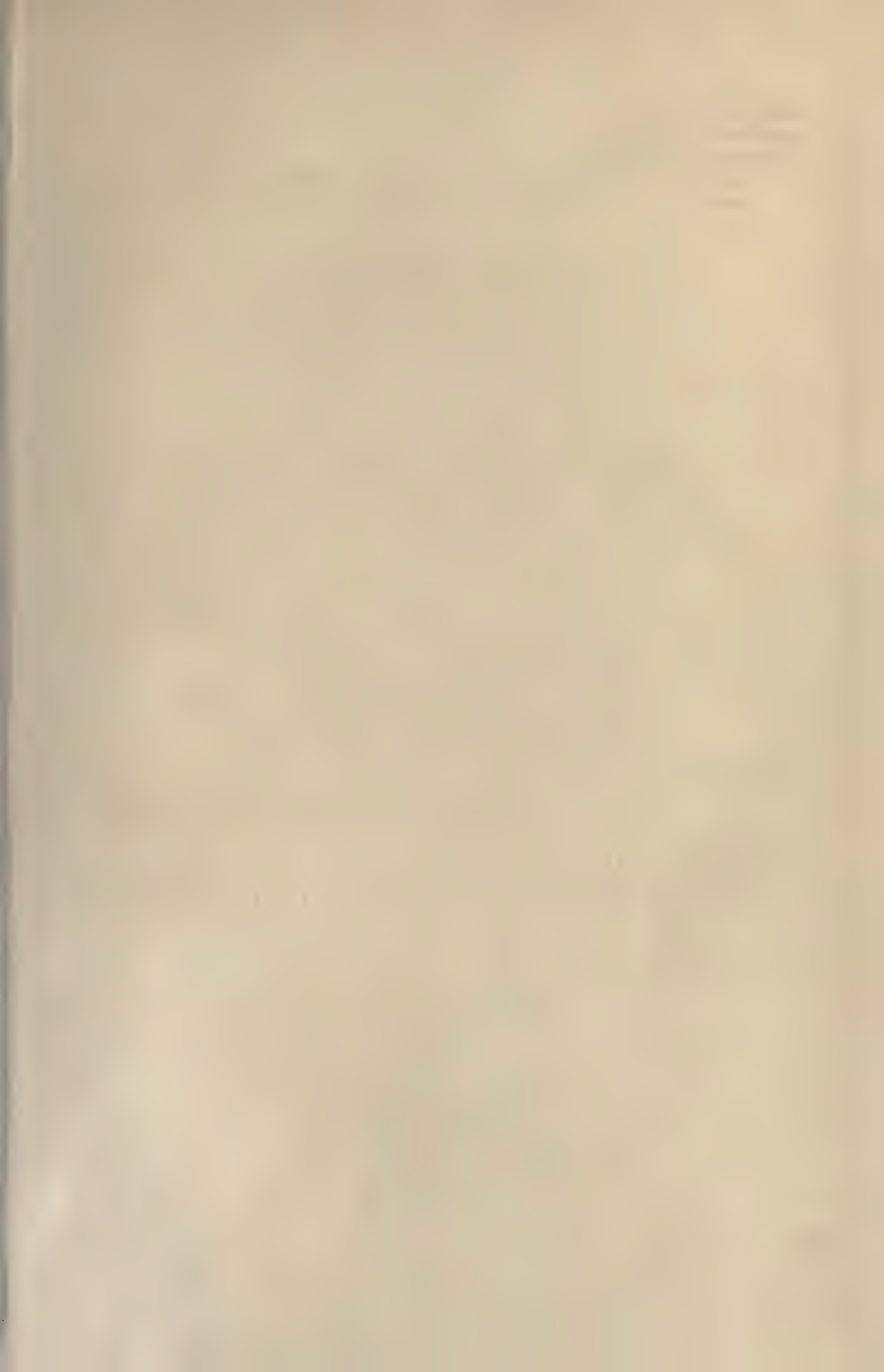
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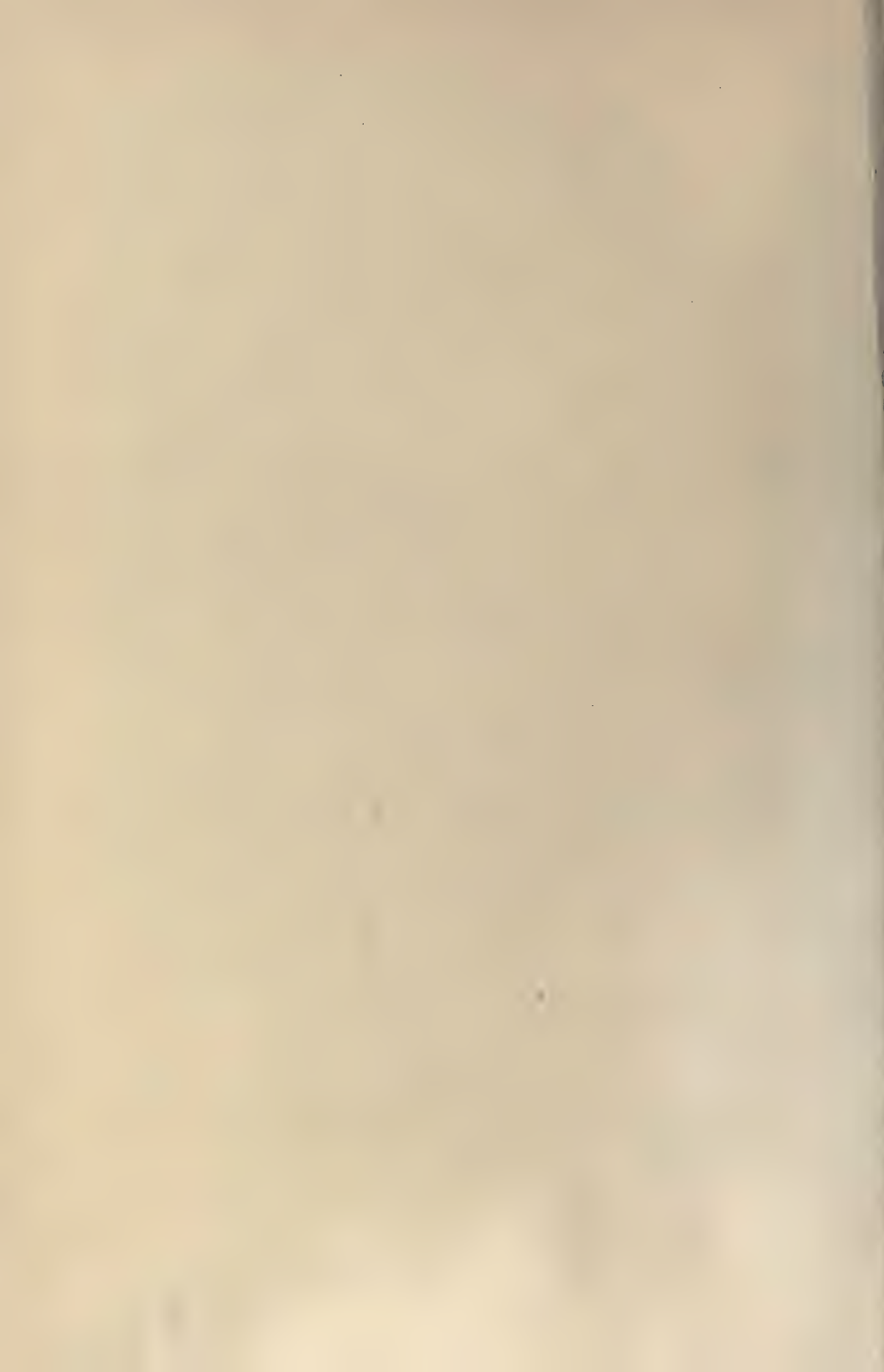
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